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No. 11

What Do Bankers Think About Advertising Today?

They Are Watching Advertising Expenditures Now—and They'll Be Checking Results Before Long

By J. L. S.

[J. L. S. is vice-president of one of the large advertising agencies. He is intimately connected with one of the largest banking groups in the country.

From these two vantage points, J. L. S. has been able to get a remarkably clear picture of the banker's attitude toward advertising today—and his probable attitude tomorrow. His interpretation of the banker's present-day thoughts concerning advertising is extremely significant. It warrants the closest attention by all business executives, including, of course, advertising agency and publishing executives.—Ed.]

AS an advertising man I really believe that advertising has been debunked; debunked, that is, to a large extent; compared, say, to the journeyings around Caligula's discovered galley in order to sell rear axles in North Dakota—as was done in the days of the rampant bulls.

But talk to your banker and ask him. He is, of course, sold on advertising. He'll tell you so. But he's still a full brother of the burn-sided, top-hatted banker of a decade ago, and, since liquidity became the policy instead of trust investment, he's twice as conservative as the profound old gentleman who sat behind the rails and said "No," so very firmly and finally.

The banker is interested in advertising this year all right. Why?

Because in the days of the Coolidge market he loaned much money to manufacturers who desired to increase their plants, or build new ones to manufacture new

products to "fill a long felt want." And they loaned the money on collateral—said collateral being the inflated stock of the manufacturer. That stock has depreciated. Some of the loans are not so good. The banker, meantime, keeps a shrewd eye on the business. He's watching all expenditures. Helping the manufacturer.

He understands the pay-roll; he understands the purchasing department; he understands the engineering department; he understands all the statements—and there are some things he wants to know about the advertising expenditures. You can get some of his ideas from the fact that financial advertising has shrunk as much as, if not more than any other classification. *Think that out.*

Try and have your banker agree that conferences where ten agency executives gang the manufacturer are necessary. Try to persuade him that there is some justification for the artist being late with his pictures, necessitating overtime by the engraver to catch the closing date and a trip to New York from Chicago to deliver them. Listen to him ask why it is necessary for the advertising manager to attend the weekly golf tournament run by the Ad Club.

I have heard a banker ask these, and other, questions. And does he have the support of the treasurer out at the plant, and the purchasing agent? You bet he does.

These fellows have harbored a

resentment for many years against the advertising department. While the purchasing men had to analyze and examine every bolt, nut and screw, and bought from the lowest bidder who met the necessary standards—they watched the advertising department spend hundreds of thousands of dollars, and groaned.

He, the purchasing agent, bought an article that had qualified up to a certain standard. He knew just how that article would perform, how long it would function. And when he asked the advertising manager why he couldn't do the same thing he was met with a slightly tolerant answer and dismissed with the "argument" that he didn't "understand" advertising.

Which, perhaps, was all very well in the days when advertising was asking, and receiving credit for the production records, sales records and what have you in the way of records then being set. Yes, advertising "had to be good" to do that. It was a good enough argument, apparently. It was unanswerable. And on that argument advertising is being hoisted with its own petard by these tough guys who analyze expenditures and results and know how to handle a slide rule.

The manufacturer is confronted with the thought that he spent more in advertising last year than he lost when he paid the dividend out of surplus. The banker reminds him—and asks why.

They're talking about "the engineering of merchandising" now, these bankers. Yes, and they're going into facts and figures. Bankers know, of course, that dividends are down; they know that the price of commodities is down; they know that interest rates are down—and they know that money is piling up in the banks, and that much of the money that is being withdrawn from banks is going straight into safety deposit vaults or into the U. S. postal savings department.

And therefore bankers are saying: "Where is this tremendous power of advertising that we heard about?" The money is there, they

say, but advertising is not bringing it out to buy goods.

And, bankers ask, why is the price of space still where it was? "Publishers used to sell it on the per capita wealth of the population. They can still show a per capita wealth of the population—but it's in the banks. Doing no good. Advertising is not selling goods. Maybe, maybe—we should stop advertising."

They won't, of course—but is there some reason for the thought? Perhaps there is. At least there is to a logical, clear, financial brain—a banker's brain, say.

Believe it or not, bankers are going to watch expenditures from now on; and they're going to check results. I wonder what they'll find. I wonder who is going to provide the sane, unvarnished truth about advertising to tell these financial men.

Bankers Will Send Inspectors to Watch

And may I predict something? Well, in the shipping business there used to be a rating termed the "supercargo." The supercargo went along on the voyage and watched his employer's cargo. He watched the progress of the ship, saw to it that there were no unjustified charges for demurrage or anything else. I rather fancy we will find supercargoes in the advertising world employed by bankers. Wouldn't be a bit surprised to see the supercargo watching the voyage, from beginning to end, seeing that it is up to specifications at the start, that it is properly shipped, evenly distributed, the ship on an even keel, well manned, thoroughly equipped for the trip. And particularly he'll want to see that the goods are delivered.

Possibly a clause will be invented for the advertising charter, or contract, that will include an "act of God clause." It will need something like that—for your banker is not going to accept any one of the standard alibis for advertising failures that have been offered and accepted to date. Particularly the old stand-by: "Well, where would you have been if you had not ad-

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The new Ice Age



"Boy! This is as different from our old ice-box as yes and no! Lookit these ice-cube trays! Here's the cold control I told you about! *Now we're in step!*"

In these days we can't criticise Jim Daly for putting a few idle exclamation points to work. His latest sales effort has just been successful. A new electric refrigerator has come into the Daly kitchen. The old oaken ice-box that stood by the sink has passed forever from the scene.

Constant plugging did it. A few razberries here. A little soft-soap there. Jim's an expert at wielding both.

It will pay you, in increased dividends, to get your product before the Jim Dalys of America

—and to get them behind your product. Because their opinions swing a lot of weight in the family buying councils.

790,000 of them read **THE AMERICAN BOY**. Nearly 80% are of high-school age and over. If they get a yen for your product, they won't stop plugging for it until it is carried over the threshold of their homes.

Tell them your story, in their own language, on the pages of the *one* magazine they call their very own. December forms close October 10th.

The YOUTH'S COMPANION
published weekly
American Boy
Founded 1897
 Detroit Michigan

vertised? That is the way you must look at it."

Yes, we'll need an "act of God clause." And it will be interesting and instructive to hear my conferees attributing to the Diety disasters of overtime, bad copy and plain failure to sell.

Meantime, sell the banker, the treasurer and the purchasing agent. Yes, even the purchasing agent. He "told you so" right along.

Earnest Elmo Calkins Resigns from Agency

Earnest Elmo Calkins has resigned as president of Calkins & Holden, to take effect October 1. Rene Clarke has been selected to take his place as head of that agency. Mr. Clarke has been vice-president and member of the board of directors for many years.

Mr. Calkins' determination to give up active agency work is due to his increasing deafness, which makes it impossible to undertake the contacts upon which present-day advertising work so insistently depends. He will devote his entire time to magazine writing and other literary work.

Campaign Planned to Broaden Market for Seminole Tissue

The International Paper Corporation, Chicago, has acquired the Seminole Paper Company, toilet paper distributor of that city. Richard J. Cullen, vice-president of the International company, has been made president of the Seminole company. A newspaper advertising campaign is planned to introduce Seminole Tissue, formerly marketed only in Chicago and the Middle West, into other parts of the country.

J. C. Keran with Edwin Bird Wilson

J. C. Keran, formerly advertising and sales promotion manager of Harvey Hubbell, Inc., Bridgeport, Conn., electric wiring devices, has joined Edwin Bird Wilson, Inc., New York advertising agency, as technical counsel to the industrial division.

Rolls Razor to Lyman Irish

Lyman Irish & Company, Inc., New York advertising agency, has been appointed to direct the advertising account of the Rolls Razor, a British importation distributed in this country by Lee & Schiffer, Inc., New York. Magazines and newspapers will be used during the fall and winter.

Raybestos to Pedlar

Raybestos-Manhattan, Inc., Bridgeport, Conn., has appointed the Louis C. Pedlar Corporation, New York advertising agency, to direct the advertising of its Raybestos Division.

100,000 Group Becomes Major Market Newspapers, Inc.

The 100,000 Group of American Cities, Inc., an organization of 106 newspapers incorporated in 1924 to serve manufacturers' sales and advertising executives with standardized market studies, has changed its corporate name to Major Market Newspapers, Inc., in order to identify better its work with the newspaper industry.

George M. Burbach, advertising director of the St. Louis *Post-Dispatch* and a member of the board of directors of that newspaper, has been elected president of Major Market Newspapers, Inc., succeeding the late Walter A. Strong. Other changes in the official personnel include the election of Harry T. Watts, business manager of the *Des Moines Register-Tribune*, as vice-president and the election to the board of directors of Colonel Frank Knox, publisher of the *Chicago Daily News*, and J. Russell Knowland, Jr., assistant publisher of the *Oakland, Calif., Tribune*.

The 1931-1932 edition of "A Study of All American Markets" is planned for distribution during the week of September 14 at a series of luncheon meetings to be held in both Chicago and New York when the new 706 page book will be presented formally to groups of manufacturers, sales and advertising agency executives and to the publishers' representatives.

During the fiscal year of 1931, the membership of the organization has grown to ninety-two newspapers, recording an increase each year since the organization was incorporated in 1924 with a membership of sixty-two.

Chicago "Daily News" Appoints H. W. Roberts

Harris W. Roberts, advertising manager of the *New York American*, has been appointed advertising director of the *Chicago Daily News*. The appointment is effective September 12. Until January 1, 1930, Mr. Roberts had been with the *Cleveland Plain Dealer*, resigning as advertising manager of that paper at that time after an association of twenty-three years with the paper. After joining the Hearst Organization, he became advertising manager of the *Washington Times* and *Herald* and later came to the Hearst offices in New York to help organize a new general merchandising department.

H. G. Schuster, who has been advertising manager of the *Daily News*, will have charge of national advertising.

R. L. Windmuller, Sales Manager, O-Cedar

Robert L. Windmuller has been appointed general sales manager of the O-Cedar Corporation, Chicago, whose staff he joined early in July. He previously had been for five years sales manager of Anheuser-Busch, Inc., St. Louis, and, prior to that, was general sales manager of the Harry L. Hussman Refrigerator Company, also of St. Louis.

**Buying Power
Yardsticks No. 7**



**WISCONSIN
First in Farm Production**

WISCONSIN, although only twenty-fifth state in area and sixteenth state in farm population, ranks tenth in total value of agricultural products and first in the value of farm products produced per acre.

These facts show that the Wisconsin rural family income stands far above the average. This high buying power is further evidenced by the fact that 85 per cent of all farms in the state are operated by owners.

Remember, too, that Wisconsin ranks tenth among the states in the value of manufactured products, and you can readily see why this state is a better than average market. Considering that 46 per cent of Wisconsin's total wealth is concentrated in 11 counties within 50 miles of Milwaukee, a territory comprising only 11 per cent of the state's total area, you can also see why Milwaukee is one of the nation's most stable, most productive sales areas. And one paper---The Journal---is all you need to sell the Milwaukee-Wisconsin market profitably.

THE MILWAUKEE JOURNAL
FIRST BY MERIT

Thorough Trading Area Coverage at One Advertising Cost

Outdoor

ADVERTISING



For many years this agency has considered outdoor advertising one of the major mediums. We have used it constantly and with uncommon success to round out many national—even world-wide—campaigns. This long experience has given us an intimate knowledge of the special problems involved in the intelligent use of outdoor advertising as well as with its remarkable possibilities when properly utilized.

Mc
ADV
DENVER
MONTREAL

Hence we have built up a staff of experts whose services are engaged solely in getting for our clients the utmost efficiency from this medium.



We have maintained for years a close and friendly contact with plant owners everywhere. We conduct our own regular, frequent inspection. We overlook no possibility of giving our clients the fullest service.



Therefore, we welcome Outdoor Advertising, Incorporated, as a further means of maintaining that complete and detailed service which this intricate and far-flung medium requires. This new organization, we feel, will greatly assist in a general recognition of the possibilities latent in outdoor advertising.



M^cCANN • ERICKSON

ADVERTISING NEW YORK • CHICAGO • CLEVELAND
DENVER • SAN FRANCISCO • SEATTLE • LOS ANGELES • TORONTO
MONTREAL • VANCOUVER • WINNIPEG • LONDON • PARIS • FRANKFORT, O. M.

Low Prices Never Brought About a Buying Revival

And Sales without Profit Are Not Destined to Strengthen the Business Structure

By A. H. Lockwood

Editor of the "Shoe and Leather Reporter"

AMERICAN business men seem to have become fatalists ready to commit hara-kiri. Perhaps they want to wind up their affairs before the world comes to an end. It is assumed without reason or argument that smashing sales prices is the one and only expedient during these critical times.

According to the postulates of finance, cheap money means high commodity prices and dear money means low commodity prices. One buys money with merchandise when someone else buys merchandise with money. Today we have stagnant money and piled-up merchandise. This paradoxical situation results from fear or panic. It is everywhere declared and nowhere denied that price is the only effective sales argument. No one stops even to wonder whether there may not be something wrong with this prevalent *ipse dixit*.

If the busy price destructionists would stop long enough to get their breath they might learn that previous business depressions have run their dissonant gamuts and finally returned to normal prosperity, but never without advancing prices. Doctoring hard times with price reductions is as bad as bleeding for anemia or consumption.

Experience during recent months has demonstrated that drastic tearing down of the price structure has not stimulated buying. The logic of it is that the public did not stop buying because prices were too high, and consequently would not resume purchasing merely because prices were lowered. The enormous decline in consumer buying was not induced by unemployment, except to a moderate extent. Not all of the 120,000,000 inhabitants of the country are actual buyers, but they are all consumers of merchandise. The percentage of 5,000,000

idle workers against the total number of wage workers is not large. Of course percentages cannot satisfy poverty and hunger, but this branch of the subject is not under consideration here.

There are two experiences authenticated during many years of cyclic inflations and deflations from plethora to bread lines. One is the power of the American people to consume merchandise during periods of prosperity, the other is the equal ability to abstain from buying apparent necessities when the pendulum has swung from good to bad times. The present buyers' strike induced millions of people to save their money instead of spending it. They stopped spending, but continued earning.

Price arguments failed to induce the former spendthrifts to return to their former extravagances. Pending the restoration of confidence the people refused to be stampeded into buying by price reductions which only served further to accentuate the hysteria.

The fundamental reactions of human nature do not differ greatly in financiers, manufacturers, retailers and the great consuming public. There is always difficulty in developing free buying on falling markets, but buyers operate on their own initiative on rising markets. This is an economic law as old as trading. Slaughtering prices is an artifice whereby orders are supposed to be stolen from competitors when the volume of transactions is known to be small. It may be possible to overreach a competitor, but the advantage is transitory since a cut by one operator is instantly met by the others. Thus bad begins and worse remains behind.

It may appear severe and ungrateful to suggest that the pres-

New York
I. A. KLE

The News is true....

YOU cannot profitably go into the street and compel the attention of a single customer. You can't pound an authoritative gavel to compel him to listen to your sales talk. You can't even draw him to your wares with ringing bells and loud shouts . . . As a matter of fact, you personally, like all of us, probably find extreme difficulty in selling any idea to even a small group of close friends!

Since this is the case, how can you expect to advertise your wares or services successfully among hundreds of thousands of people who are frankly indifferent to your arguments from the very beginning? . . . How can you catch and hold their attention, so that they will actually **PAY YOU OR THE MAN WHO HANDLES YOUR PRODUCT REAL MONEY?**

There are two effective means of accomplishing this. First, you must secure a **RIPENED** audience . . . one that is made receptive and willing to hear your story. Second, you must convince this audience of your sincerity and the desirability of your product or your service.

With a single gesture **THE DETROIT NEWS** provides you with the audience! **THE DETROIT NEWS** has won for you a receptive and willing audience through 58 years of serving the people of the Detroit area. It has one of the largest editorial staffs in the country, and in addition maintains special representatives in New York, London and Washington. How well it succeeds in meeting the needs of Detroit people is indicated by the fact that in 1930 its editorial columns impelled readers to sit down and write 456,000 letters to the editors of various departments.

For 17 years **THE DETROIT NEWS** has been first, second or third in advertising volume, because advertisers have found it the most effective medium to reach the great Detroit market. 86% of the **MOST** financially able homes of Detroit read **The News**.

Those who read the 306,000 copies of **THE DETROIT NEWS** sold every week-day, and the 375,000 copies on Sunday know that in the columns of this paper they will find the truth.

The Detroit News

New York Office
L. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago Office
J. E. LUTZ

Member 100,000 Group of American Cities

ent business dilemma resulted from the almost abject surrender of all departments of industry to the sales departments. Salesmen are on the firing line. The disposition is to encourage them and yield to their requirements. It is commonly said that selling is more difficult than manufacturing. But unfortunately the price argument has failed to revive business. In the first place it did not influence buyers and in the next it forced manufacturers and merchants into red-ink balances. No more severe arraignment can be made against business than that it does not make a profit. The industrialist may tear down his barns and build greater, but what does it profit him if he loses the gains which are the soul of his enterprise? The voice of the credit man has become small and still and the front office has deferred to the sales force until the percentage of orders has decreased and profits have become what the chemical analysts call "only a trace."

Sacrificing prices to force new business has signally failed. It is like whipping a dead horse. It has accentuated rather than diminished the unrest and depression. The postulate that the public will not pay reasonable prices for merchandise is discredited by the results apparent today. Many thousands of price reductions have been made upon staple commodities by manufacturers when the lower mill rates reduced to pounds, yards, square feet, pairs or any retail units were inconsiderable if carried to ultimate consumers. In many instances the reductions were absorbed en route to the retail trade. To an almost incredible extent the saturnalia of price-cutting has been over the heads of the people.

H. F. Glendining with National Publishing Company

Harold F. Glendining, formerly president and general manager of *Fibre & Fabric*, Cambridge, Mass., has been appointed manager of the New England territory of the National Publishing Company, Philadelphia, Bibles, albums and display binders. Mr. Glendining, who will have charge of the loose-leaf division, will make his headquarters in Boston.

H. E. Houghton Heads New York Office of Geyer Agency

The Geyer Company, Dayton, Ohio, advertising agency, has established offices in New York, at 230 Park Avenue. The New York office will have charge of the Eastern accounts of the agency, with Harry E. Houghton as manager. He was formerly sales manager of the Sesamee Company, Hartford, Conn., sales promotion and advertising manager of the Aetna Life Insurance Company and, more recently, was with Dorrance, Sullivan & Company, Inc.

Account executives in the new office are Charles A. Hammarstrom, former general manager of Marcus & Company, New York jewelers, and J. A. L. Kamps, formerly with N. W. Ayer & Son, Inc. Stewart Wells is copy chief.

Other members of the New York office organization are Chester F. McSpadden, copy writer; Willard M. Stocking, merchandising manager; J. R. Peters, traffic manager; William Haren, production manager; William C. Plante, artist; Constance Talbot, stylist, and Ethel W. Maclean, office manager.

Gardner Agency and Botsford-Constantine Associated

The Gardner Advertising Company, St. Louis and New York, and the Botsford-Constantine Company, Portland, Seattle, San Francisco and Los Angeles, have become associated. The Gardner agency has acquired a substantial interest in the Pacific Coast agency, which now becomes Botsford-Constantine and Gardner. In like manner the latter company becomes a stockholder in the Gardner Company. The two companies will maintain separate corporate identities, but through joint stock interests will work in full co-operation with each other. The Botsford-Constantine agency was established in 1918. The Gardner agency was started in 1900.

T. H. Shanley Heads Calwell Incorporated

Thomas H. Shanley has become president of Calwell Incorporated, which has been formed at New York with offices at 352 West 38th Street. Calwell Incorporated will specialize in Blenda Gravure and Fleuron Offset. Mr. Shanley has resigned as office manager of the Federal Advertising Agency, New York, with which he has been associated for eleven years, to head the new business.

Part of Carnation Account to Williams & Cunyngnam

The Carnation Company, Milwaukee, has appointed Williams & Cunyngnam, Inc., Chicago advertising agency, to conduct the advertising program of Carnation Flaked Wheat in the territory East of the Rocky Mountains. Carnation Flaked Wheat is a hot cereal manufactured for many years by Albers Bros. Milling Company, a subsidiary of the Carnation company.

Sept.

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A. A.



*“— but these unemployed
are spenders ”*

BACK in August, Mr. Philadelphia* peered over his paper and offered a suggestion:

“Mother, things are moving along so smoothly at the office, we might just as well go to Florida a month or two earlier than usual; it won't cost us as much there as here, and we'll have just that much longer winter vacation.”

In consequence of that conversation, many times multiplied, Florida resort cities are welcoming an unusual number of visitors—arriving much earlier than in past years. And these thousands bring the first of the annual \$200,000,000 revenue which is Florida's income from its “tourist industry.”

*Plan schedules now for
early placing in this mar-
ket of increasing richness.*

*Or New York or Detroit, or scores of other cities.

The Florida Times-Union
JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco
A. B. C. March 31, 1931—52,219 daily; 60,365 Sunday

Vigor

Vigor is an ever-present characteristic of the great newspaper—an essential factor in the daily execution of its purpose. It is not mere pride of strength and enthusiasm of power; it is the energy of service and of sympathy, the vital stimulus that breathes character and personality into newsprint pages.

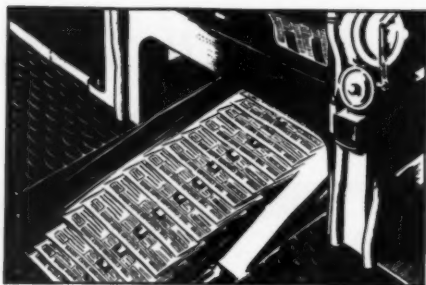
The great newspaper is vigorous in its perception of the public pulse, its instant appreciation of today's mood. It has the ability of instant adjustment to the new day's problems and immediate approach to their solution.

This vigor, this flexibility of applied force, is as important to today's advertiser as it is to the

THE CHICAGO DA

CHICAGO'S HOMEN E

One of a series of advertisements appearing



or !

c of the reader. For more than anything else, the adver-
in the tiser of today needs the timely action and the
not mere guided energy which the great newspaper brings
power; i to the selling of merchandise. Through its ad-
athy, the vertising columns, he can strike while a market
and per is hot. And through these same columns, he can
give warmth to a cool market by presenting
its per today's products in complete understanding of
at appre today's conditions. This power belongs essen-
tially to the newspaper.
problem Vigor tackles things and sells things—with
on. today's energy and today's effectiveness. But
force, today—the living present—has one clear voice;
is to th is the great newspaper.

GODAILY NEWS

M E W S P A P E R

ement appearing in metropolitan newspapers

Score *the southwest* *Again!* on the basis of this shipping board forecast



Increase or decrease in carloadings for third quarter, 1931, as compared with 1930.

Anticipated carloadings for the United States, as announced by the Regional Shippers' Advisory Boards—an accurate yardstick for measuring business activity—show the Southwest out ahead as the *only* section where a gain is expected.

Rural Oklahoma and Texas, on the upswing, furnish an unclouded target for your advertising. Effective selling down here is simplified by The Oklahoma Farmer-Stockman.

205,023 A.B.C. Circulation

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FARMER-STOCKMAN
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How a Yarn Maker Controls Quality of Finished Merchandise

Crown Quality Control Plan Helps Retailers and Consumers by Identifying Quality Merchandise

As Told to Charles G. Muller

By John A. Spooner

Merchandising Director, The Viscose Company

ALTHOUGH rayon has been used as a fiber since 1911, consumers of rayon in the various forms in which it appears in finished merchandise, and to some extent the trade itself, do not understand this fiber as they do silk, cotton or wool to which they have been educated thoroughly. This lack of a fundamental knowledge of rayon has led to difficulties in trade circles. Some manufacturers of rayon garments, seeking volume through reduction in prices, have cheapened their merchandise. Women consumers have condemned rayon rather than the poorly made garment.

This condition had risen to such an alarming extent in 1929 and early 1930 that The Viscose Company, producer of approximately 50 per cent of the rayon yarn manufactured in this country, was being besieged by merchandise managers and department store executives to help them unsnarl the retail rayon situation. Buyers, knowing little about sizes and construction of rayon merchandise, generally bought on sight. Either they put their faith in a line that was smartly styled or they bought on price, trusting that the merchandise would sell—and stay sold.

We decided that we should devise some identification mark by which buyers and consumers could recognize reliable rayon merchandise made from our Crown Brand yarn.

By June, 1930, we were ready with our plan. Because we ourselves meant to oversee and enforce every step of the program, we called it The Quality Control Plan.

Briefly, The Viscose Company asked leading weavers, knitters and rayon garment manufacturers to

sign a contract-agreement to make quality rayon under certain rigid specifications. After the contract was signed, and the rules lived up to by actual test, these concerns would be entitled to use a registered label on their merchandise which would thereafter identify it as reliable and of tested quality.

This label, carrying a Crown insignia, emblematic of Crown Brand yarns, was not intended to be a trade-mark. We did not want to establish a private brand, but rather to create a mark of identification for all quality tested rayon merchandise made of our yarn.

Securing Trade Confidence

In order to secure trade confidence in the Quality Control Plan and gain the benefit of impartial judgments, the Better Fabrics Testing Bureau (official laboratory of the National Retail Dry Goods Association) was delegated to maintain standards of customer serviceability.

Before the Crown label might be used on woven rayon fabrics, our plan showed, these fabrics would be subjected to the following series of laboratory tests:

- (1) Fabric construction, for warp count and filling count;
- (2) yarn construction, for fiber identification; denier size filament count;
- (3) wearing and washing qualities, to determine how fabric dry-cleans, how it washes, how it steam-presses;
- (4) color fastness, to perspiration and other acids, to intense sunlight, to crocking, to ordinary home laundering;
- (5) tensile strength when wet to determine laundering strength, and when dry to determine serviceability;
- (6) abrasion tests for surface wear;
- (7) slippage tests for "shifting



This Label Makes It Possible for Retailers and Consumers to Identify Merchandise Made of Quality Crown Rayon Yarn

threads" as they appear at elbows, shoulders, etc., to determine if fabric will hold seams.

Different tests were to be required on rayon-knit underwear.

If merchandise should fall materially below Quality Control standards on any one test, it was to be disqualified, and there would be no appeal from the report of the bureau. Two analysts and one chemist devote their entire time to checking tests of merchandise sold by licensed manufacturers under the Quality Control Plan. And The Viscose Company accepts the decisions without qualification.

We realized in the conception of the plan that the retail merchant wanted something more than a labeling or identifying idea. The Crown label not only identifies good rayon merchandise but assures tested quality to the retail store and to the ultimate consumer.

Every step in the manufacture of rayon merchandise designed to bear the Crown label is based on consumer specifications. As we know it is not practical for a store to test each garment or even each order of garments, we organized a division of the firm to test rayon merchandise for the retailer at the source of manufacture, thus providing a much needed adjunct to scientific buying. Human nature being what it is, however, we did not neglect the important element of enforcement. Therefore every label is coded so that unsatisfactory rayon merchandise can be instantly traced to its source and steps taken to prevent further breaking of the spirit and letter of the contract-agreement.

Since the incorporation of the Quality Control Plan, there have been about a half dozen licensee

concerns, in widely separated parts of the country, that have intentionally skimmed sizes on rayon knit underwear. In each case our policing system automatically brought this fact to light. Immediately their licenses were revoked, the labels confiscated, and the offending manufacturers put on our blacklist. Without these teeth in the program, the plan would be but a pleasant theory.

The simple fact that a manufacturer buys cloth made of our yarn does not make him eligible to become a licensee. In building up the plan, we consulted only those concerns which were already quality minded and had sympathetic understanding and vision to realize its important part in the stabilization and upbuilding of our entire rayon industry. We hand-pick our licensees.

Since we have a particularly detailed story to tell, and since it is out of the question to tell it by personal contact throughout the country, we decided—after many conferences with department store sales training heads in different sections of the country—to produce a film which would help stores sell rayon merchandise more intelligently.

To the salesperson, this film is an entertaining and instructive story of the making and merchandising of better grades of rayon. To the buyer and store executive, it describes every important step in the Quality Control Plan, its protection to the retailer, and its establishment of quality tested merchandise which means customer satisfaction and a minimum of returns.

This two-reel motion picture takes twenty-five minutes to show,

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and distribution of the film is free.

"The Crown News," published monthly by the company, is another medium for keeping the retailer and his staff informed of news within the rayon industry. Sent without cost to the store, it contains many articles of distinct aid in sales training. Such articles as "How to Launder Rayon Knit Undergarments," contributed by the Better Fabrics Testing Bureau, "The U. S. Bureau of Standards Report on Strength Tests of Four Leading Fibres," a photographic explanation of "How Rayon Yarn Is Made," and a series on "How to Sell More Rayon Merchandise" have proved helpful to the retail trade.

The plan has been further backed by an extensive advertising campaign undertaken by our company to familiarize every trade unit with its meaning and benefits.

The practical results of the plan are showing. We have received letters from scores of retailers telling how they have been able to cut down their rayon returns to a minimum by buying through this quality method rather than on a price basis.

It is gratifying also to realize that such a drastic program as ours has not demanded a sacrifice in present sales figures in return for future promises. For not only has the plan brought us an incalculable amount of good-will, but it actually has brought us increased orders.

To Manage Sears, Roebuck Stores in Ohio District

H. F. Murphy has been appointed manager of the Ohio district of Sears, Roebuck & Company, with headquarters in Cleveland. He will have charge of the merchandising, operating, sales promotion and advertising of the company's seventeen stores in Ohio. Before joining Sears, Roebuck in August, 1929, he was for some time sales manager and general manager of the Standard Brothers Hardware Company of Detroit.

Appoint J. Walter Thompson

The California Tuna Institute has appointed the J. Walter Thompson Company to direct its advertising account. The Coast Fishing Company, Wilmington, Calif., has appointed the Thompson agency to study and plan the marketing of a newly developed product.

H. M. Toch Retires from Toch Brothers

Henry M. Toch has retired as president of Toch Brothers, Inc., New York, a subsidiary of the Standard Varnish Works. As chairman of the board and a director he will continue with the company in an advisory capacity. Dr. Maximilian Toch will succeed his brother as president of Toch Brothers, Inc. and will continue as vice-president of Standard Varnish Works.

J. H. Eydeler Starts Counselor Service

J. H. Eydeler has opened his own offices at 420 Lexington Avenue, New York, as an accounting and finance counsel, specializing in advertising agency work. He was formerly national chairman of the committee on accounting of the American Association of Advertising Agencies and was also formerly treasurer of the Lesan advertising agencies.

Radio Account to Alden Agency

The Collins Lane Company, distributor of General Motors radios in Southern California, has appointed Roy Alden & Associates, Los Angeles advertising agency, to direct its advertising account. Newspaper, outdoor and direct-mail advertising are being used.

Toy Account to McLain Agency

The A. Schoenut Company, Philadelphia, manufacturer of toys, games and novelties, has appointed the McLain Organization, of that city, to direct its advertising account. A newspaper campaign in metropolitan cities will be conducted this winter.

R. W. Richards Advanced by Canadian Goodyear

R. W. Richards, formerly manager of tire sales of the Goodyear Tire & Rubber Company of Canada, Ltd., has been appointed assistant general sales manager. He has been with the company for twenty years.

State Teachers Group Appoints James Mason

James Mason, publishers' representative, Chicago, has been appointed Western advertising representative of the State Teachers Association Group.

Frank Byrne Advanced by Brooklyn "Times"

Frank Byrne, who recently joined the local advertising department of the Brooklyn, N. Y., *Times*, has been appointed local advertising manager.

It Was a Racket in 1889

Testimonials, Bought and Paid For

By Loring W. Batten, Jr.

"DOES Sarah hold the record?" is the question that heads a short article in *PRINTERS' INK* for September 3. Someone had dug up the July issue of *Harper's* for the year 1896, and found in it no less than five advertisements based on testimonials by the great Bernhardt. Five from one source looks like a lot, even today; and it is mildly astonishing to find so much of that kind of advertising thirty-five years ago, when we are so likely to think of it as a pesky development of modern ways of fighting for business.

It was not new even then. There may not be many advertisements extant to prove this, but one sure piece of evidence is found in the text of that charming Gilbert and Sullivan operetta, "The Gondoliers," which was first produced in 1889.

One of Gilbert's specialties was taking cracks at contemporary doings, and this song by the Duke and Duchess of Plaza-Toro is illuminating as to what must have been a well-known practice among those of high station and low bank accounts. I'd sing you the song if I could, but you may be better off just reading it quietly to yourself, at that.

The Duke starts with a recitation.

To help unhappy commoners and add
to their enjoyment,
Affords a man of noble rank congenial employment;
Of our attempts we offer you examples illustrative;
The work is light, and, I may add,
it's most remunerative!

Among his examples, here are a few that sound familiar.

Duchess

I recommend acres
Of clumsy dressmakers—
Their fit and finishing touches.
A sum in addition
They pay for permission
To say that they make for the
Duchess.

Duke

Those pressing prevailers

The ready-made tailors,
Quote me as their great double-barrel.
I allow them to do so,
Though Robinson Crusoe
Would jibe at their wearing apparel!

I sit by selection
Upon the Direction
Of several Companies' bubble.
As soon as they're floated
I'm freely bank-noted—
I'm pretty well paid for my trouble!

(The Duke would feel in his element in the United States of 1931. Even a county judge could do no more than he was ready for.)

Duchess

I write letters blatant
On medicines patent—
And use any other you mustn't.
And vow my complexion
Derives its perfection
From somebody's soap—which it
doesn't.

(Her granddaughter is still at the old tricks, and all the more so if she married an American.)

Duke

We're ready as witness
To anyone's fitness
To fill any place or preferment.

Both

In short, if you'd kindle
The spark of a swindle,
Lure simpletons into your clutches—
Or hoodwink a debtor
You cannot do better
Than trot out a Duke or a Duchess.

Which may only go to prove that art is immortal, and that W. S. Gilbert was a grand guy. But there's no dodging the fact that the testimonial racket was well established before what we call modern advertising was born.

Pepsodent to Resume Newspaper Advertising

The Pepsodent Company, Chicago, will begin a program of newspaper advertising some time this fall, following a period of eighteen months in which newspapers had not been used. Plans for the new campaign, according to Harlow P. Roberts, advertising manager, have been made on a somewhat flexible basis and the exact date of the beginning and other details have not been decided upon.



The Indianapolis News

*announces the appointment
of*

Frank T. Carroll

as

Business Manager

• **Mr. Carroll was formerly Advertising Director of The News, leaving in 1927 to become Assistant Business Manager, and later Business Manager, of the Pittsburgh Press.**

Department Store Sales Above

Month after month, Baltimore department store sales rate well above the average for the country. Which is not surprising in view of the widely diversified character of the city's industries.

For the month of June, for instance, department store sales in Baltimore were up 2.1 per cent. compared with June, 1930. And this gain was made in the face of an average decrease of 3 per cent for 514 department stores throughout the United States.

For July, the average decrease in department store sales for the twelve Federal Reserve Districts was 8 per cent. The smallest decrease was 2.4 per cent.—for the Fifth District, which includes Baltimore.

Yes, department store sales are better in Baltimore. And additional evidence to that effect is afforded by the full-page announcement opposite, reprinted from The Sun for August 26.

Are YOU getting YOUR share of Baltimore business? As most advertisers already know, Baltimoreans are most readily reached through regular use of The Sunpapers—morning, evening and Sunday.

The Sunpapers in August Daily (M & E) 286,219

THE

MORNING



EVENING

SUN

SUNDAY

New York: John B. Woodward, Inc.

Chicago: Guy S. Osborn, Inc.

Atlanta: A. D. Grant

Detroit: Jos. R. Scolaro

San Francisco: U. Geo. Krogness

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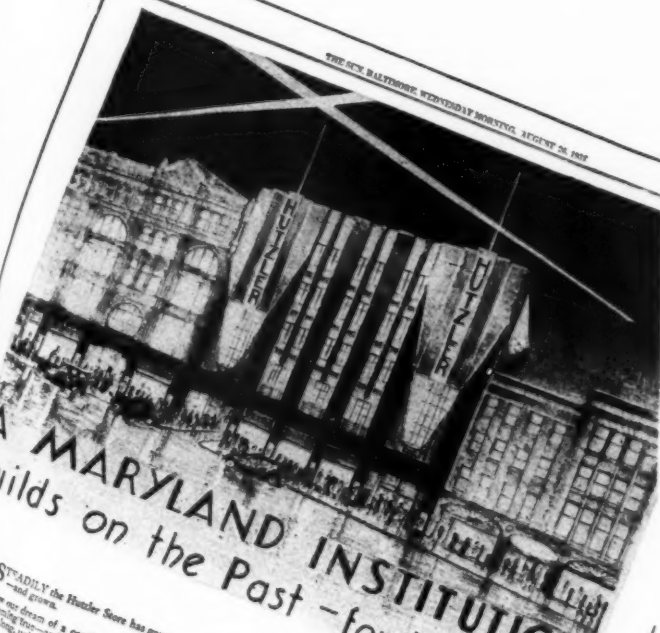
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Full-page
August 26

THE NEW BALTIMORE WEEKLY SUN, AUGUST 26, 1931



A MARYLAND INSTITUTION Builds on the Past - for the Future

STEADILY the Hutzler Store has grown—and built—and grown.

Now our dream of a continuous Howard Street front is coming true—and our dream of a spacious interior with long, unbroken vistas.

For month two leases terminate—and our Howard Street property north of Clay Street will become one and present, Hutzler. Then building operations begin under the contact just awarded to Colonial Engineering Co. from plans prepared by the office of Joseph Evans Sperry, Architects, and we'll present a new front to the world—the Hutzler Brothers Co.—and Baltimore—be proud of.

There will be an addition of 25% to our selling space—to be devoted to the enlargement of departments in both the main store and Hutzler's Downstairs.

We'll have a larger store, a more beautiful and modern store, a more imposing store, a more conveniently arranged store. Best of all, we'll be equipped to do a larger business—to serve Baltimore better, and to be more than ever a factor in the commercial life of the city and the state.

Through and through a Maryland Institution, Hutzler Brothers Co. is proud to remain a leader in the business expansion of Maryland's metropolis, Baltimore.

HUTZLER BROTHERS ©
A Maryland Institution

RECOGNIZING the wisdom of looking for sales where buyers are to be found, the Free Press has concentrated 80% of its city circulation in the districts from which Detroit retail stores draw 75% of their business.



BY presenting all the news every morning in a sane, impartial and intelligent manner, this newspaper has quite naturally won coverage of the better districts, in which the advertiser finds the greatest possibilities for immediate sales.



A CLEAR idea of the value of these more prosperous sections of Detroit is

gained from the fact that they have 89% of all the chain drug stores in the city, 79% of the stores of a large grocery chain and 70% of the telephones.



BY concentrating on the better homes, the Free Press delivers advertising to more purchasing power, for each dollar invested, than any other newspaper in the Detroit area.



THIS is circulation without waste... to be carefully considered by every buyer of space who must find profits in Detroit.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

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Detroit

San Francisco

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Frigidaire Aims to Make Every User a Salesman

It Gives Its Dealers a Complete Campaign Designed to Get Last Quarter Business

By Bernard A. Grimes

SPECIAL plans have been put into operation by the Frigidaire Corporation to battle the annual falling off in sales which comes with the close of the hot weather season. A feature of the plan is a system of rewards, to be made available to Frigidaire users to encourage their help in uncovering new prospects.

The mechanical refrigeration industry is listed as one of six in the country that will come through the year with a sales increase. There are still three months to go, however, before the Frigidaire year ends, and those three months, its dealers have been told, may do a lot to spoil the record of the year to date.

J. A. Harlan, vice-president and general sales manager, expressed it this way: "If you start walking ten miles, you are more apt to walk ten miles than if you just start to walk. We are setting up a definite goal for our sales organization and, through our supervisory organizations, mapping out a plan to see that this goal is reached by full use of a sales campaign designed to appeal to our present customers."

The lines of attack were explained and the ammunition to be used were described at a series of forty-eight meetings of dealers and their salesmen which were held last week over a five-day period. Each meeting was addressed by an executive from the headquarters staff at Dayton who was assisted by a crew of three men.

There are three big guns which have been unlimbered to break down the resistance of prospects.

They are: Reduced prices, a system of rewards to encourage users to contribute prospect leads, and an insurance savings plan of sales presentation.

\$5 REWARD \$5

COUPON

Fold

Date _____ Certificate No. **3249** Coupon No. **1**

Frigidaire Dealer _____

Dear Sir:

I consider the following named person(s) to be good Prospect(s) for the purchase of an electric refrigerator:

Name _____

Address _____

Here are _____ \$5.00 _____ an electric refrigerator.

\$5.00

Note: This COUPON MUST BE MAILED TO THE FRIGIDAIRE CORPORATION, 1000 FRIGIDAIRE DRIVE, DAYTON, OHIO, WITHIN 30 DAYS OF DATE OF ISSUANCE. It must be accompanied by a return address and a stamped self-addressed envelope.

(This Coupon cannot be used for more than two Prospects' names. You will be given credit for each Prospect, even though a second Prospect's name is entered on this Coupon, in the space below.)

Name _____

Address _____

Business _____

(Certificate-Holder Signs Here)

My Name _____

Address _____

May we mention that you are pleased with your Frigidaire, when calling on persons listed above? ☐ Yes.

Reward received _____ Date _____


(When Certificate-Holder returns reward, he signs receipt on this coupon, and gives to Dealer.)

Fold

In Books of Ten These Coupons Are Being Distributed to Frigidaire Users

The company has been receiving requests from its dealers who have asked that some recognition be taken of the price situation. With a buying public that is concentrating on the subject of price, it has been difficult to close a number of sales, buyers stating that they preferred to wait a while for expected price reductions. If nothing else, the company was advised to advertise that there would be no change in price.

This problem was turned over to

	<h1 style="margin: 0;">Thank You</h1> <p style="margin: 0;">for your kindness in sending in the names of</p>	Date _____
<input type="checkbox"/>	Above name(s) ^{is} are eligible. If a sale results within 31 days, you will be given full reward as provided in your Good Will Certificate.	
<input type="checkbox"/>	This name had previously been filed with us by a user <input type="checkbox"/> by a salesman <input type="checkbox"/> and for that reason is not eligible. We trust that you will further favor us with your valued suggestions.	
<i>Respectfully,</i> _____ FRIGIDAIRE DEALER		

Prompt Response Will Keep Users' Enthusiasm Alive—Therefore This Card

the factory management. One way for laying the groundwork for a price cut would have been to lower wages. This was ruled out and that decision is being made a strong selling point to dealers who are informed that the company has persistently held out against lowering wages.

Increased sales volume and the assurance that volume would be maintained were factors that warranted a price reduction. This announcement has been received with enthusiasm by dealers who have not only promised to obtain their quotas, but have already signed an "insurance" contract guaranteeing that the quota assigned to them would be sold.

Under that feature of the plan which aims to make every user a salesman, dealers are urged to spend more time with users in promotion of a "Users' Good-Will Reward Plan." Rewards take the form of either cash or merchandise to the value of \$5 for each sale completed with a prospect within thirty days after the name has been submitted by a user. The plan is outlined in "The Story of a Friend," a booklet for distribution to users.

Users also are given a booklet of ten coupons to be used in sending in names of prospects. They are asked to tell why they think the recommended prospect is a sales lead. This question has been inserted to eliminate loose giving of

names from telephone books or other haphazard sources about which a user might lack genuine information concerning the individuals whose names are given. The information provides a warm lead. It also protects the plan from a flood of false leads which would belittle the plan in the salesman's eyes.

On receipt of a coupon from a user, there is mailed immediately a "thank you" acknowledgment card. Should a check-up of the prospect's name show that the prospect already has been approached, the user is so informed and told that this name is ineligible for a reward should a sale be consummated.

Another feature of the "reward" plan is an accessory merchandise catalog which lists material that can be used for merchandise rewards.

Salesmen are instructed to call on one user each day. They are cautioned against grouping all their week's calls into one day for if this is done, it is explained by Mr. Harlan, much of the stimulus of encouragement will be lost. Salesmen who might hesitate to go back for fear of encountering criticism are told that if they have not misrepresented the product they have nothing to fear. "Sell them honestly and you can go back and look them in the face," is Mr. Harlan's answer to this contingency.

The "Savings Insurance" pro-

ON

Striking Balances

The books of great corporations, though the figures on them run into the millions, must balance to the penny. Yet when it comes to striking a balance between actual and potential sales in a given market, those same corporations may be thousands of dollars short and think little of it.

In Chicago for instance, there is a sales potential far greater than some advertisers seem to realize exists. For how else explain the attempts frequently made to build adequate distribution and sales in the nation's second market with a pint-size advertising campaign in one newspaper? We shall never hesitate to say that anyone who attempts to get anywhere in Chicago with a Kokomo-sized campaign knows very little about Chicago and deserves what he gets.

In building and maintaining the Chicago American's circulation leadership in Chicago we have acquired a profound respect for Chicago's tremendous responsiveness to sound advertising and selling strategy—and quite a fund of knowledge on the subject. That knowledge, through the Boone Man, is at every advertiser's command.

CHICAGO AMERICAN

a good newspaper now in its
ELEVENTH YEAR of circulation
leadership in Chicago's evening field.



National Representatives:

RODNEY E. BOONE ORGANIZATION

posal is in the form of an insurance policy which the salesman is to leave with prospects. It contains selling arguments that turn the principal reasons that prospects have for not buying Frigidaires into forceful selling arguments in favor of purchase without postponement.

The features demonstration is tied up with a series of lantern slides which the salesman exhibit in the prospect's home.

The commercial market is taken care of with a special campaign built along somewhat similar lines to the household campaign. Summed up, the approach to household users brings the following to work for salesmen:

New Low Prices
Savings Insurance Proposal
New Interview Getter
Answers to Seasonal Objections
Three Prospect Films
Quality Demonstration Case
Modern Era Magazine
Advertising through radio, magazines, newspapers and direct mail.

The interview getter is a marketing memorandum and combination scratch pad which lists a table of household information and a list of recipes. Each sheet on the memorandum lists fifty-four items of common kitchen requirements which can be checked for buying needs. Each sheet carries a Frigidaire message.

Presentation of the plan before each of the forty-eight district meetings followed the procedure outlined in a scenario book which was issued to supervisors. Each meeting closely followed a pre-arranged time schedule so that each subject would receive its due attention and so that none would be overlooked.

S. N. Johnston with "Physical Culture"

S. Nash Johnston, formerly with the J. Walter Thompson Company, Inc., and the *Chicago Tribune Ocean Times*, has been appointed sales promotion manager of *Physical Culture*, New York.

To Represent Dental Paper

J. M. Finn has been appointed New York representative of *The Dental Students' Magazine*, Chicago. His headquarters are at 55 West 42d Street.

Lubrication Corporation, New Business

The Standard Oil Company of Indiana and the Bendix Aviation Corporation have joined forces in forming the Lubrication Corporation. The new company will manufacture and market grease fittings for automotive and industrial machinery, grease dispensing equipment, automotive lubricants and lubrication service. R. P. Lansing, president of the Bendix Research Corporation, heads the new firm.

Raymond Ostell Joins "Liberty"

Raymond Ostell, for the last two years Detroit manager of *Popular Science Monthly*, with which he had been associated for six years, has joined the Detroit staff of *Liberty*.

Cort Freeman will cover the Detroit territory from the Chicago office of *Popular Science Monthly*.

W. S. Stinson with American Schools Association

William S. Stinson, formerly with the sales department of the Franklin Company, Chicago engraver and electrotyper, has joined the American Schools Association and its associate, the Beebe Advertising Agency, of Chicago.

MotoMeter to Advertisers, Inc.

The MotoMeter Gauge and Equipment Corporation, Toledo, precision instruments, and gauges, has appointed Advertisers, Inc., Detroit advertising agency, to direct its advertising account.

Joins Toronto "Globe"

J. K. Harbinson, formerly with the Montreal office of the Hugh C. MacLean Publishing Company, has joined the national advertising staff of the *Toronto Globe*.

Flower Account to Reach

J. H. Schmidt & Sons, Millburn, N. J., rhododendron growers, have appointed Chas. Dallas Reach, Newark, N. J., advertising agency, to direct their advertising account.

Starts Radio Service at Seattle

Joseph Dana Roberts has organized the Joseph D. Roberts Company, with offices in the Northern Life Tower, Seattle, to prepare and place radio programs.

Tea Account to Doughten

Martin Gillet & Company, Baltimore, House of Lords and HeNo tea, have appointed R. S. Doughten & Company, Philadelphia advertising agency, to direct their advertising account.

The Happy Ending



Once upon a time; —
but why bother with the
story when only the
ending is important?

The final big moment
comes when the buyer,
after years of fooling
around with printers
who can't quite make
the grade, decides once
for all that he will place
his business with a
printing house that he
knows will make good.

P.S. — We got the job!

Charles Francis Press

PRINTING CRAFTS BUILDING
461 Eighth Ave., New York

Advertising

of NATIONAL MANUFACTURERS

THIS is the title of an important study just completed by the research department of The Cleveland Press.

The book gives a picture of the territorial boundaries of 32 large manufacturers who use Cleveland as distributing headquarters for some portion of northeastern Ohio. The advertising policies of these companies in this territory are also shown—and in this latter information is data of greatest importance to sales and advertising managers.

Write for your free copy!

In every instance these great organizations advertise in Cleveland newspapers to reach Cleveland buyers

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NORTHEASTERN

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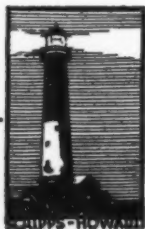
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MEMBER OF THE UNITED
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L MANUFACTURERS

opening in

EASTERN OHIO

—and advertise
in the news-
papers of other
important centers
of the territory
to reach the

Press. buyers who reside in these centers.
In no instance is Cleveland news-
paper advertising asked to do a job
which no Cleveland newspaper can do,
i.e., adequately cover a territory of 31
counties, 3,500,000 people, 90 to 100
miles in extent.

Only in the TRUE Cleveland Market,
1,500,000 in population, 35 miles in area
does Cleveland newspaper advertising
sell profitably. Here, The Press has 94%
of its circulation concentrated, giving a
coverage of approximately 90% of Cleve-
land's newspaper-reading families.

The Cleveland Press

SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO · SAN FRANCISCO · LOS ANGELES · DALLAS
DETROIT · PHILADELPHIA · BUFFALO · ATLANTA



Today's Report on Your Market



Albert Lea, Minnesota, One of the 1,300 Small Towns
Serving This Million-Dollar-A-Day Market

From Your Dealers To You

THE sales manager for a nationally-sold food product was dealing with radically changed conditions in consumer demand. He asked us for fresh facts from dealers that would guide him in mapping out further sales effort in the territory. His salesmen's reports did not go deep enough; he wanted a strictly non-biased report from outside the organization. He got exactly the information he wanted, fresh from jobbers and grocers selling his brand, through our Dealers' Service Department. Send us your request. We will act quickly and thoroughly.

Northwest dealers naturally are partial to products preferred by their farmer customers, from whom they get 65 to 85 per cent of their business. **THE FARMER**, the weekly home paper of the farm, reaches more homes (272,000) than any publication, regardless of type, in the territory. Market research facilities are available at request.



New York—Wallace C. Richardson, Inc., 250 Park Avenue
Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

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Let P Equal Profits

A Problem in Advertising Agency Finance—Or Where Do Agency Profits Go?

By Francis Juraschek

President, Freystadt-Juraschek, Inc. (Advertising Agency)

IT does not strain the truth unduly to assume as a major premise that advertising agencies are in business for one purpose, and one purpose alone—to make money. Then why, during the last twelve months or so, have profits shrunk so alarmingly in every agency throughout the land? Let's not pass the buck and blame it all on old man Depression, for profits have shrunk faster than business, and you can't blame outside influences for that fact completely.

It may clarify our thinking to look at the whole subject of agency finance from the viewpoint of an algebraic formula. Let P equal Profits; then,

$$P = S - B - O$$

where S stands for what the agency sells, B stands for what the agency buys, and O stands for overhead, or cost of doing business. This equation looks, on the face of it, quite simple, but like most of the simple things in life, it is quite paradoxically complex. The complexities arise almost entirely in the fact that the symbol S contains three variables which are functions of the symbol O. Consequently, instead of a simple linear equation, the formula partakes of many of the elements of Einsteinian relativity.

For instance, most advertising agents would say, off-hand, that S is the real root of the problem; for with a sufficient volume of business in the shop all else will take care of itself, and large profits will be automatic. This is not entirely true, as many have found, even before Depression came. And it is not entirely true because the symbol S, or what the agency sells, contains three variables. The first is, getting business; the second is, holding business; and the third is, collecting for business handled. And each of these three is vitally

reflected in the symbol O, for to get business costs overhead, to hold business costs more overhead, and to collect for business handled frequently costs most overhead!

The symbol B has practically no variables. What an agency buys, in order to sell at a profit, is happily fairly fixed in price. Space, today, is sold on the American basis of one price for all; and few, if any, agencies still practice the ancient Spanish custom of buying space in blocks to retail in segments to many advertisers for all the traffic will bear. Artwork, engravings, composition and electrotypes are commodities to be bought by any one agency on the same terms as any other, and billed at a profit to clients. It is true that the amount of profit here will vary in proportion to the sharpness of the agent in dealing with his client, but most agents are satisfied with a commission percentage on the actual cost. In any event, B in our equation stands for all that the agency buys for its clients' accounts from day to day, and what it must pay for as merchandise in order to stay in business at all.

So we come to O, or overhead. And here is a factor which most agencies have never evaluated intelligently. For overhead covers a multitude of evils. First, of course, are salaries and wages, and the drawing accounts and commissions of account executives. Second comes rent, light, telephone, stationery supplies, and all other service costs of a non-salary nature, including amortization of capital expenses, such as furniture and fixtures, to provide for eventual replacement. And third comes the very flexible items of entertainment, traveling expenses, etc. (This "etc." in itself has a great many nefarious qualities!)

You will see included within the ramifications of symbol O all the

three variables of S; namely, getting business, holding business, and getting business paid for. And it is just within these variables that the true rise and fall of P occurs. It is here that one must look for the factors to balance the equation.

Let us examine three cases, each for the sake of clarity stripped to bare statements of fact. (In no actual agency will such actual cases occur unmodified by extenuating conditions, but we can all recognize some agencies perilously near the crude outlines noted.)

Case I. In the X agency all three principals are busy business getters—so busy getting business, in fact, that they are perfectly willing to leave the question of holding the business they get to their hired help. "Listen, bo," said Mr. X to me not long ago, "I can buy copy writers at 5 cents a dozen any day. You let me get the business and I'll see that it is handled." Need I say that the turnover of accounts is so large in the X agency that $P = \text{Profits}$ is a factor that is rapidly becoming what architects so amusingly term a "vanishing point"? The fact is that no account yields genuine profits during the first year; and it takes brains and interest in the agency business-holding staff to put what the business-getting department brings into the agency onto a real paying business. Wherever business-holding ability is sacrificed to the ideal of mere business getting—and that always happens wherever plan, visualizing and copy are left to hired help—you will find less profits than should be, and in a time of Depression probably no profits at all.

Case II. In Y agency you have a totally different organization picture. The principals are idea men, creative geniuses, if you will. One knows his merchandising soundly, the other has a positive flair for stopping you with brilliant picture, heading and copy. But in this competitive day and age the ancient myth of the man-in-the-woods-who-made-a-better-mouse-trap has been exploded. Advertising agency service is not bought; it is sold. And Mr. Y has lately been bemoaning the fact that while

he has no trouble holding his accounts, they have all cut their schedules to the point where agency profits are vanishing, and new business to make up the losses is simply not to be had. In short, the Y agency hasn't seen fit to balance business holding with business getting, and old man Depression has, in consequence, taken it out of their hides.

Case III. But the Z agency has very successfully balanced business getting and business holding, and therefore should be making barrels of profits. The president is an irresistible salesman; a man of great personal charm with a host of good connections. The vice-president is an idea man of the first water; a writer who knows his fellow men. An excellent business-getting staff and an equally excellent business-holding staff function perfectly together to turn out service of excellent quality. Yet the business is in red ink today because . . . no one thought of checking credits, of financial management, of keeping collections fluid. In spite of hard work and good work, the "breaks" were against the Z agency, solely due to lack of shrewd business judgment in handling their own affairs. In normal times it mattered little; in Depression it has almost upset the apple-cart.

Here, then, is what so many brilliant agency men do not understand: the three variable factors of the symbol S—getting business, holding business, and collecting pay for business done—are all of equal value. No one is greater than any other. And to make P equal profits, each of these three variable factors of S must be considered to be mutually interdependent.

You cannot get away from this fact; overhead must be balanced internally. This is simply another way of saying that the advertising agency organization must be equalized in its selling ability, its creative ability and its financial ability. "Equality" here does not refer to man-power, nor does it refer to compensation; for it may well be that many creative and service men will be required to handle one business getter's busi-

Ne
Am

New York's
National

Starting Something

AGAIN

There's hardly a business where Tomorrow treads so closely on the heels of Yesterday as it does in newspaper publication. In the spirit of Napoleon's threadbare remark to his general, "*But, what are you going to do tomorrow?*" newspapers that are going somewhere, constantly build, sharpen reader interest, pioneer in new fields.

The American, for example, publishes the *only* woman's page among New York standard size morning newspapers.

Its daily page of literary celebrities and their brilliant contributions under the editorial baton of Charles Hanson Towne (who doubles in brass with his own column) has already found its way into the mental affection of New Yorkers.

Now the American is pioneering *again*. On September 12, it will publish every Saturday a page on Antiques and Interior Decorations—the only one in *morning* papers. It will be under the direction of Helen Comstock, formerly Associate Editor of International Studio.

Such pages as these, added to the already interesting contents of the American, assure a quality of circulation that New York retail stores have found profitably responsive—and one that dealers handling

any nationally advertised product will find equally effective in keeping their stock shelves active.

New York American

New York's Most Interesting Newspaper

Nationally Represented by PAUL BLOCK and ASSOCIATES

ness getting. Vice-versa, however, cannot literally be true; at least not with profits. But since it is the unfortunate fact that business getters have made the lion's share of earnings since the world began, it may well be that the compensation of the business-getting staff will exceed that of the creative staff. And in both man-power and remuneration it is almost always true that mere treasurers and other financially minded men in the agency rank among the lowly in spirit and in pride.

What "equality" does refer to is effective organization ability within the scope of the agency's business efforts. It means seeing those business efforts as a whole, all the time, from all three points of view. It means also, measuring the dollars and cents of overhead, not from the angle of salaries paid alone, not from the angle of the "front" to be displayed in offices and furniture, not from the angle of how much or how little "entertainment, traveling expenses, etc.," may be deemed necessary, but only from this sound, logical, bunk-devastating statement:

Overhead must be kept as low as possible consistent with a perfect balance of business-getting ability, business-holding ability and payment-collecting ability, to make the sum of the symbols O and B added together in our equation *less* than symbol S. Otherwise P equals profits disappears completely from the formula.

C. L. Dyer to Manage Philco Overseas Unit

Carleton L. Dyer, for the last three years director of production and account representative of Erwin, Wasey & Company, Inc., New York, has been appointed managing director of the Philco Radio and Television Corporation of Great Britain, Ltd. Mr. Dyer, whose headquarters will be at London, will be in charge of all Philco interests in the British Isles.

To Direct Willys-Overland Sales

N. A. Beardsley, since 1915 with the Willys-Overland Company, Toledo, as factory branch manager and divisional sales manager, has been appointed general sales manager.

Gabriel Company Reorganized, Plans New Products

A reorganization of the Gabriel Company of Cleveland has been effected and new officers and directors have been elected. Executive headquarters will be at New York. George H. Ralls, who has been with the company since 1923 and president since 1926, becomes vice-president and general manager in charge of manufacturing and sales.

The new officers of the company are: W. H. Johnston, president; J. H. Shumacher, John J. Batterman and Mr. Ralls, vice-presidents; B. Lytton Johnston, secretary and treasurer, and David Benjamin, assistant secretary and treasurer. The new board of directors consists of Stanley Johnston, Dr. Alfred R. L. Dohme, B. L. Johnston, W. H. Johnston and Mr. Batterman.

The Cleveland plant of the company recently brought out a metal spring cover and a thermostatic and automatic hydraulic shock absorber. It reports also that it has another device for automobiles now in the course of development. The new interests have several devices which are to be made by the company as soon as arrangements can be made for their mass production and distribution.

New Accounts with Houck Agency

The Bassett Furniture Industries, Inc., Bassett, Va., has appointed Houck & Company, High Point, N. C., advertising agency, to direct its advertising account. The May Hosiery Mills, Inc., Burlington, N. C., manufacturer of B. V. May hose for men and women, has also appointed the Houck agency to direct its advertising.

B. W. Randolph with London Agency

B. W. Randolph, formerly Central European manager of The H. K. McCann Company, now McCann-Erickson, Inc., has been appointed a director of Lintas, Ltd., London advertising agency. He will be located at the agency's Berlin office.

R. L. Nourse, Jr., with Alden Agency

Robert L. Nourse, Jr., formerly with Hanft-Metzger of California, Ltd., Los Angeles advertising agency, has joined Roy Alden & Associates, advertising agency, also of that city, as an account executive.

Arthur Terry Transferred by Erwin, Wasey

Arthur Terry, who has been with the Chicago office of Erwin, Wasey & Company for the last eight years, has been transferred to the New York office of that agency.

Here's How Times Have
Changed in PITTSBURGH

Sun-Telegraph Gains Again in August

The Pittsburgh Sun-Telegraph, in August, gained 63,079 lines in Total Advertising over the same month of last year. The other evening and Sunday newspaper lost.

Unquestionably, the Sun-Telegraph is the first advertising buy in Pittsburgh.

Based on figures by Advertising Record Company for 1927 and 1928; Media Records for later years. Figures compared exactly as they appear in the records . . . without adjustment of any kind.

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

Here's a Paper

whose readers

THIS may sound like an idle claim—but it isn't. For years, editors of the Boston Globe have recognized the fact that advertising is *news* to their readers.

And the Globe has long been outstanding among newspapers giving advertising the prominence it merits—position and space on a par with general news, editorial and other features.

If people didn't want to consult advertisements, they wouldn't read the Globe—but the constantly growing circulation of this great metropolitan paper is proof in itself that they do.

For the Globe circulation reflects directly the preference of its readers—no premiums—no contests—no prizes—no inducement but the paper itself has ever been offered to get new readers.

If you have not seen the unusual make-up of this great metropolitan paper, we shall be glad to send you a

THE BOSTON

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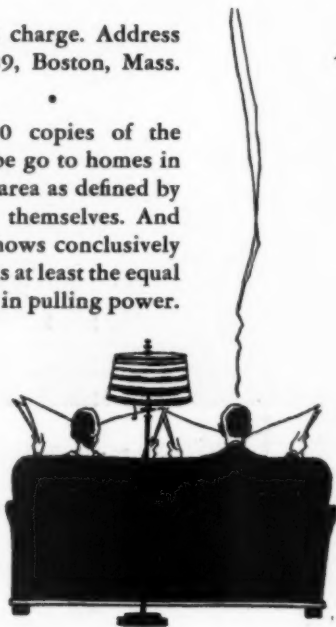
Advertisements

few copies without charge. Address
Post Office Box 189, Boston, Mass.

• • •

More than 300,000 copies of the
Boston Sunday Globe go to homes in
the Boston *shopping* area as defined by
Boston merchants themselves. And
the AAAA Survey shows conclusively
that the daily Globe is at least the equal
of the Sunday Globe in pulling power.

*Circulations show
where the readers of
a paper live—not
just where they pa-
tronize newsstands.*



N


GLOBE



"WRITERS who are permitted to address their work to a sane, healthy American audience with a lively curiosity have every right to take pride in their work. THE ELKS MAGAZINE has such an audience and I like to write for it."

Boyden Sparkes

BOYDEN SPARKES



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Why the Crane Company Does Not Split Its 1,000-Page Catalog

Although Admitting the Plan's Advantages, This Company Finds Them Outweighed by a Single Consideration

By G. A. Nichols

THE chief engineer of the United States Navy Yard at Philadelphia gets from the Crane Company precisely the same catalog of valves and fittings that it sends to an unassuming plumber in Dixon, Ill., or Waterloo, N. Y.

Every plumber customer of the company, regardless of how much or how little he buys, gets a copy of this book (and it actually is a book, consisting of approximately 1,000 pages, bound in stiff covers) which lists more than 35,000 items, which have to do with the general proposition of the use of valves and fittings for all pressure purposes.

The catalog likewise goes to landscape engineers who may need it in planning or building sprinkling systems for golf courses and so on; to consulting engineers who plan and write specifications for the construction of textile mills; to gas engineers who are consultants and advisers in the construction of gas plants; to shipping organizations which have to do with all sorts of marine developments; to large public utility operators such as Doherty, Byllesby and Insull who plan power projects; to engineers who are consulted in the construction of saw mills and paper mills; and to many others. The list is a long one.

Only a relatively small portion of the comprehensive volume may appeal to each of the engineers or trades mentioned, including the plumber. Why, then, does not the company make up a special book for the landscape engineer listing the items he may be expected to buy and leaving out the several hundred other pages that he probably would not consult at all? Why, in short, does it not split up this decidedly bulky and somewhat cumbersome catalog into individual trade books?

Having in mind the extreme timeliness of the topic, I argued this whole thing through at some length with W. K. Glen, the Crane advertising manager. Mr. Glen served Crane for many years in other capacities, including that of branch manager, before assuming charge of the advertising department which he has now directed for ten years.

"I'll go right along with you on most of the things you say," Mr. Glen said. "Splitting this catalog up by trades has many arguments, economic and otherwise, in its favor. But, so far as the Crane company is concerned, they are more than overbalanced by one single consideration."

Advertising Prestige

And the consideration Mr. Glen mentioned is to be expressed in two words: Advertising prestige.

There are many businesses where advertising prestige would not be served by the use of a general catalog. Or even if it were thus served, the cost might be too heavy. But not so with Crane.

"This company," Mr. Glen said, "was founded in 1855. During all the intervening years it has extended its activities to many parts of the world and has attained what we regard as a commanding position. Our customers look upon us as perhaps the world's largest organization of its kind, and yet one that gives sympathetic, helpful and intelligent co-operation to all elements in our trade, regardless of size.

"So successfully have we coordinated this idea of size and helpfulness that we regard it as good advertising to keep constantly before our trade an accurate idea of the extent to which this business has grown and is growing—just as long as we can do it without brag-

ging. There is a cleanly cut advertising advantage in being known as the biggest factor in the field.

"It seems to us therefore that the most constructive way to keep before our trade this idea of size—from which may be drawn accurate inferences as to our ability to serve—is to do it by means of subtle suggestion rather than by direct telling.

"And this is one of the ideas behind our general catalog of valves and fittings. It gives us advertising prestige of the highest order."

Look through the Crane general catalog and you will see that this idea of size is conveyed wholly by suggestion. There is not one word laudatory or even descriptive of Crane. There is no editorial introduction.

In place of the pages in the front part of the book that might be and are in most catalogs devoted to building up an institutional story, there is a comprehensive and complete index, which is easily the most important department. Following this, come interminable pages of merchandise, specifications and figures. The departments are all skilfully subdivided so that even the most inexperienced buyer does not have to wade through the ponderous volume before finding what he wants.

This vital necessity for establishing and enhancing advertising prestige is one of the reasons why Crane does not include its plumbing and heating equipment in its general catalog—its bathroom and other plumbing material and its specialties such as water heaters, water softeners and humidifying radiators. These items are taken care of in two other catalogs, one for architects and another for contractor plumbers, both of which are loose-leaf books.

If the latter classifications of merchandise were made a part of the general catalog, that book would not be looked upon with the same respect by the public utility engineer, the landscape engineer, or the long list of others, apart from plumbers, who buy goods from Crane.

Also, the production problem would present serious difficulties. Plumbing and heating fixtures change in specifications and price more often than do valves and fittings which, relatively speaking, are the bread and butter staples of the Crane business. To catalog them with the staples, therefore, would require an endless succession of inserts and discount sheets that would clutter up the larger book in a way to rob it of much of its efficiency. So Crane has the two classes of catalogs; each supplements the other for the production of sales, with the main burden of producing proper institutional effect being carried by the general book.

How Crane Handles Discount Sheets

The bane of every catalog seller's existence (unless he is hooked up so as to be able to produce new books at frequent intervals and thus take care of merchandise developments and changes in prices) is the matter of discount sheets and systems. These may be plain enough to the advertiser, but to the buyer they often present serious difficulties. The sheets may be lost or misunderstood. Hence the catalog is often substantially without value because it does not give the dealer anything like a definite idea of how much the merchandise is going to cost him or what he must charge for it in order to make a fair profit.

The Crane company handles the proposition in this wise:

In the valve and fitting catalog variations in prices are taken care of through the issuance of new discount sheets. The percentage of discount is revised up or down as the case may be, and the list prices are not interfered with.

In the general plumbing contractors' catalog all the prices are list, subject to a flat discount. This rate of discount is never changed. When price revisions are necessary for any reason they are made known to the trade by means of a new page showing revised lists.

Consequently the customer knows the maximum price he has

to pay for the merchandise he orders, because he figures only one discount regardless of what the list may be. Thus even though he may not have the current list price on the article available he knows just about what it is going to cost him. If, on the other hand, he did not know the current discounts owing to changes, he would be utterly bewildered as to how to figure his cost on the item or items. What the company does in this book, in a word, is to change the list rather than the discount rate and this greatly simplifies the buying operation.

This method is practicable in the loose-leaf catalogs for the reason that, in most cases, the matter of keeping these Crane books up to date is not left to the tender mercies of the architect or the plumber who might have perfectly good intentions but who, like everybody else, is disinclined to remove the old sheets and insert the new ones, thus keeping the catalog "alive."

When, through price changes or the introduction of new merchandise, it becomes necessary to utilize new sheets they are usually sent to the Crane district offices instead of to the customer individually. Then Crane salesmen visit the customers in person and make the necessary changes in the catalog. This gives them a favorable contact and a good reason for visiting the customer.

The two loose-leaf books are largely the same as to subject matter but are different in the way of printing, illustrations and binding. The architects' book is rather an elaborate affair printed in process color and the sheets are enclosed in a limp leather binder. On page two of the cover of each book there is a serial number, and under it appears the following notation:

A Crane representative will keep this book up to date by inserting sheets when new goods are added to the line and removing pages when articles are discontinued.

The architect, therefore, knows that his catalog is always complete and is never under any illusions as to the cost of the merchandise

which he may want to recommend to his clients.

A similar plan is followed in general in keeping the plumbers' loose-leaf catalogs revised. Now and again plumbers in rather isolated points may receive the new sheets by mail and be requested to make the necessary changes. Sometimes they do this and sometimes they don't. But the object as a whole is to have the salesman put the new sheets where they belong and thus is removed one of the objections to loose-leaf catalogs.

In addition to making sure that the catalogs are up to date, the company gains another distinct advantage in having salesmen do this work. Whenever a salesman calls with some new pages he is in a strong strategic position to talk about the catalog, counsel with the customer as to its proper use and do some timely and valuable institutional work for Crane.

A Crane salesman, by the way, is not considered sufficiently trained and thoroughly fit for his job until he has become familiar with the three catalogs, what they are supposed to do and why and how they are used. Cataloging is always one of the most important subjects to be considered at the district meetings of the company's salesmen. The story is told again and again so as to get firmly into the salesmen's minds not only the working plan of the catalogs but the vital part they have in creating and conserving advertising prestige for the company.

Cost of production is obviously one of the first fundamentals to consider in the use of any catalog. And here again Crane is doing something that ought to be highly instructive to others.

The general catalog, printed in large quantities, costs the company something in excess of \$1 per volume. This, being the plain bread and butter book of staples, makes its impression and creates advertising prestige by its size and comprehensiveness as before stated.

But the loose-leaf catalog sent to architects is entirely a different proposition. The net cost of this book, including the binder, is \$10.50

each. The plumbers' loose-leaf book costs \$3.90 each.

Mr. Glen told me how much it costs per page to make changes in these books but asked that the figures be not printed. It is a rather substantial sum.

Without a doubt, the proper operation of a loose-leaf catalog runs up into money. But when the cost is figured down to fractions of cents, as is the case with

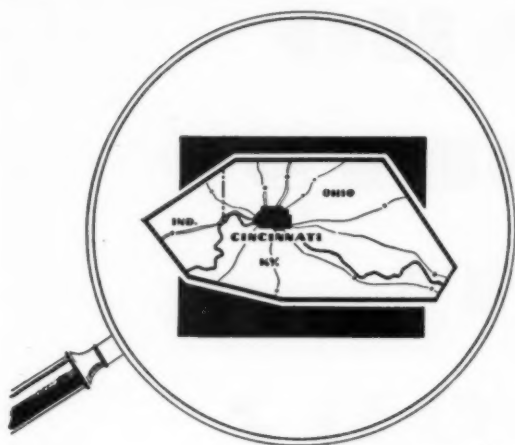
Crane, it becomes an easy matter to ascertain whether this sizable cost is justified. With some catalogs that I have seen the cost element is pretty largely guess-work, and then ensues worry and speculation as to whether the thing is worth while. When an advertiser knows the kind of job he has to do and the returns he gets from doing that job he can quickly decide whether the cost is profitable.

43 More Advertisers Report for First Six Months of 1931

A Supplement to the Table in the August 13 Issue Showing the Net Profits and Losses for the First Half of This Year of Some of the Leading National Advertisers

Company	1930	1931
Addressograph International Corp.		\$418,139
Allegheny Steel Co.		250,460
American Home Products Corp.	\$1,583,189	1,694,983
American-La France Foamite Corp.	D111,605	D240,185
American Rolling Mill Co.	1,646,050	D503,546
American Safety Razor Corp.	702,991	505,774
Armstrong Cork Co.	773,309	879,047
Associated Oil Co.		1,111,308
Belding Heminway Co.	D1,155,381	D207,493
Bendix Aviation Corp.	1,530,937	1,512,345
Certain-teed Products Corp.	D756,938	D200,624
Coca-Cola Co.	7,181,812	7,434,997
Colonial Beacon Oil Co.	D1,316,164	1,864,020
Coty, Inc.	1,103,470	433,909
Curtiss-Wright Corp.	D5,351,661	D1,463,154
Drug, Inc.	10,542,007	10,656,053
Federal Motor Truck Co.	191,458	D36,116
Follansbee Bros. Co.	4,353	D398,687
Goodrich Co., B. F.	D1,292,906	D288,483
Greyhound Corp.	D248,500	735,838
Hercules Motor Co.	542,823	233,372
Houdaille-Hershey Corp.	448,230	669,286
Household Finance Corp.	1,870,540	2,116,329
International Nickel Co.	7,883,874	3,359,886
Kelly-Springfield Tire Co.	D587,610	D281,436
McKesson & Robbins, Inc.	1,409,116	1,300,380
Mallinson, H. R., & Co., Inc.	D374,286	D464,738
Mead Johnson & Co.	904,658	614,031
Nehi Corp.	196,621	147,606
New Jersey Zinc Co.	3,089,155	1,726,021
Pet Milk Co.	339,232	204,209
Phillips-Jones Corp.	110,325	85,786
Raybestos-Manhattan, Inc.	825,499	580,179
Reo Motor Car Co.	D349,397	D572,283
Ritter Dental Manufacturing Co.	372,018	143,105
Simmons Co.	166,631	D268,310
Standard Oil of Kansas	381,766	D930,457
Thermoid Co.		70,048
Tidewater Associated Oil Co.	5,595,635	D1,077,464
Tung-Sol Lamp Works	188,994	221,367
United States Gypsum Co.	2,891,750	2,241,560
United States Rubber Co.	D2,797,403	D4,660,202
White Motor Co.	1,048,710	D1,004,910

D—Deficit.



Take a Peek through this glass

THERE you will see the TRUE Cincinnati market, the market completely covered by The Times-Star and the profitable market for advertisers in Cincinnati.

The Times-Star circulation is a concentrated circulation, logically concentrated geographically and concentrated among readers wholly able and wanting to buy.

Concentrated for complete coverage, and for effective coverage The Times-Star *sells* Cincinnati, sells thoroughly, economically . . . and ALONE.

THE CINCINNATI TIMES-STAR

HULBERT TAFT

President and Editor-in-Chief

Eastern Representative

MARTIN L. MARSH
60 East 42nd Street
New York



Western Representative

KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

MEMBER OF A. B. C.—100,000 GROUP—MEDIA RECORDS

**WHO
BUYS
IT★
NOW?**

**★ Your Ketchup
Your Packaged Cereal
Your Vacuum Cleaner**

THE CLASS MAGAZINE

WHEN the goose hung high,
you could reach *down* for
business—now you must reach *up*.

This year's conditions make last year's statistics
as out of date as a knee high skirt:

WHO BUYS IT NOW, as told to us by
589 Grocery chain store executives is not a graph
of the past—it's a forecast of future buying.
Whether you sell the chains or not, your busi-
ness is bound to be affected by what these men
know to be true.

This report definitely confirms the fact that
the neighborhoods that will make sales and profits
for you are exactly those *where* COSMO-
POLITAN *finds its greatest circulation*.

If 1932 prospects interest you more than
1931 history you'll find meaty reading in this
report, which is yours for the asking.

Hearst's International
combined with
Cosmopolitan

with 1,700,000 Circulation

What Groucho Says

Is His Agency Standing Pat—or What?

YES! Yes! And still another yes! I agree with you that agencies have lost business, fired good people and all that to an extent that's nobody's business. Some of 'em, however, have got big new accounts in the hullabaloo of changing horses for the next dash. Lotta changing horses these days. Oh, my! how these guys throw out their chests and say, "Business is better than ever with *us*!" Will they be saying it a year and a month from now? Mebbe we'll all be saying it then.

What are *we* doing to adjust ourselves to a changed condition? Not a blamed thing, 'cept talk. Gosh, we do *that* aplenty!

You see we had an all day session of our principal guys to decide how to meet changed conditions. It was hot stuff. How come? I'll tell you.

Jenkins—research, budgeting, etc.—had first innings. He said the future of advertising lies in determining fact and adapting copy to it. Extend his department, make it the basis of our business, cut our art and copy staffs way down. Buy art and copy outside when needed and get it a blamed sight fresher.

That started Skippy off: "Gimme double the appropriation for art and I'll produce something that big advertisers will come and buy. Don't be foolish about this, but remember that what an agency can do with art is what makes it look like real value. You can forget everything else about a man but if he wears good clothes, he'll look like a gentleman. Take it from me we're spending too much money on high-priced account executives."

Then Eagles spoke up: "Gentlemen, somebody said to cut the copy staff right down to a skeleton. Well, go ahead and do it, and you'll have just the chance to do business that a skeleton would have in a fat man's convention. Can't you fellows see it? Good Lord! *Copy is advertising*. That's the one thing that advertisers are really taking a

tumble to. They're all looking for producers of super-copy. Give us a couple of \$50,000 writers and we'll get the big accounts."

Then Gent. Treas. allowed that somebody had mentioned a skeleton and he's for a skeleton of an organization till more clients bring in some fat to put on the bones in shape of real business contracted for. To blazes with expensive men till we can afford 'em, according to Gent. Treas.

Then King cut loose: "We sell advertising service, don't we? Then for the love of Mike let's spend some real money in advertising ourselves! A big campaign that will show us up as the big people in our line."

Gates wanted to hire a production and sales engineer at ten thousand plunks to prescribe for us. Said that he was sick and tired of the way service men roast account executives, who after all are the real pilots of the ship and the engineer would prove that beyond a doubt.

Anthony proposed that we cut out all branch offices and handle everything from here. You can guess what kind of a hit *that* made with the branch managers. Our branches were bargain buys when we bought 'em, too. Gent. Treas. bought 'em himself at a dime on the dollar.

Boss is a great averager. He thought he could get a fine average of retrenchment and progress outa this conference. He was disappointed. Oh, I haven't told the half of it. It lasted all day. So having discovered sixteen conflicting sure ways of improving our business position, we can't adopt any of 'em. And we tried to have a constructive conference.

Funny thing, each of these sixteen plans sounded good to me as I listened to 'em. What did I propose? Not a blame thing. I'm saving it. That is, if I *get* an idea I'll save it for a proper moment to spring.

GROUCHO.

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MODERN PHOTOGRAPHY IN ADVERTISING



Directed by courtesy of William Carter Co.
by J. Walter Thompson Co., Inc.

● When Arthur Gerlach was doing his first artistic experiments with the camera, he invariably worked in still life subjects. Indeed, his early fame was founded on his mastery of that field. It is rather interesting that when he went into commercial work he won immediate fame by his photographs of living models such as those here shown.

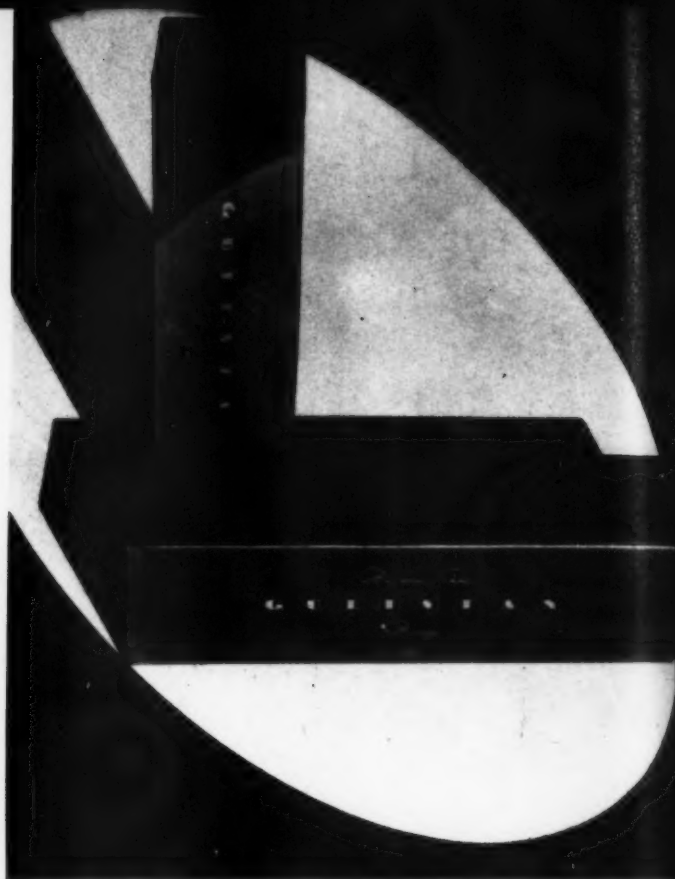
● The story of Gerlach's success with the lissome ladies who posed for the famous Nemo-Flex corset advertisements links up with one of the most dramatic and successful rotogravure advertising campaigns yet recorded. The firm of Kops Brothers, Inc., in the face of the depression "added" one hundred thousand dollars to their advertising budget, the major portion of which was placed in rotogravure featuring the Gerlach photos. The ensuing sales record went beyond all expectations.

● Gulistan Rugs chose Gerlach to make the photograph shown on last page of insert because of his ability to put sparkle into still life pictures and they chose rotogravure as an advertising medium for similar reasons. So successful was their 1930 roto campaign that they went into 1931 with increased appropriation for rotogravure advertising.

● These stories might be multiplied many times. Every day advertisers are discovering that modern photography in rotogravure advertising is a combination that gets re-

"PAPER IS THE BASE OF THE JOB"





produced by courtesy of A. & M. Karagheusian, Inc. (Gulistan Rugs). Agency: Henff-Metzger, Inc

sults, and that International Paper Company contributes its quota to this success by supplying gravure papers that suit every requirement of gravure printing. Look under every good roto reproduction and discern that "Paper is the base of the job."

INTERNATIONAL PAPER COMPANY
220 EAST 42nd STREET, NEW YORK

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Financing the Association Advertising Campaign

The Campaign's Success Depends on How Advertising Funds Are Raised and Administered

By C. B. Larrabee

[The accompanying article is one of a group all written by Mr. Larrabee, and all concerned with association matters. The titles of the preceding articles, together with the issues in which they were published and the pages on which they will be found, follow:

"The Next Ten Years in Trade Association History," p. 60, August 20, 1931; and p. 17, August 13, 1931; "The Ingredients of a Successful Association Advertising Campaign," p. 61, July 9, 1931; "Making Trade Conventions Worth Their Cost," p. 17, July 2, 1931; "Why Trade Associations Fail," p. 17, June 25, 1931; "This Year's Challenge to Trade Associations," p. 3, May 14, 1931.]

OF all the phases of association advertising, financing is the most important. It is the rock on which most unsuccessful co-operative campaigns founder—and on occasion it has been the one factor that stood between the success and failure of an association advertising plan.

"I know of no trade association that has been entirely successful in its plans for financing an advertising campaign," a prominent association executive recently said with pardonable skepticism. If he had said, "I know of no association that has been entirely satisfied with its financing plans," his statement would have been fully justified.

It is difficult, if not impossible, to find any plan that will unanimously satisfy a group of manufacturers in any industry. Theoretically they may be working toward a common goal—but all have different ideas as to how that goal should be reached. In financing an advertising campaign for a single company there is usually one man—or one small group in a board of directors—who can say "Shoot!" However, anyone with experience before boards of directors knows that it isn't always a simple matter to get anything approaching unanimity of opinion. Multiply the board of directors by

fifty and you come somewhere near the problem facing the man who tries to work out a financing plan for an association that will prove to be successful.

Also, most association advertising financing as now carried on leaves plenty of loop-holes for the manufacturer who doesn't think his group has picked the right copy angle or whose desk hasn't been flooded with the orders he expected to get from the co-operative campaign. Let one manufacturer refuse to contribute to the campaign and overnight a stampede commences. And when business as a whole begins to sour—well, that's the time association campaigns fold up with monotonous regularity.

However, there are certain accepted methods of financing that have worked with varying success. Let us, therefore, examine the principles of these methods and then go behind methods to some basic necessities of any good financing plan.

Answering an Objection

Before proceeding to the examination it will be well to forestall the objection, "That was the plan used by the Schoolbell Founders Association and the campaign flopped." It is easy enough to think of several outstanding association campaigns that haven't stood up under falling sales but in at least two instances—perhaps the most outstanding of all those campaigns that suddenly stopped—the finance plan had nothing to do with the failure. One of these campaigns was conspicuously successful in its financing. It stopped because, to use a badly mixed metaphor, it was snowed under by cold feet. The best finance plan in the world won't prosper when the purse-strings suddenly are pulled tight. Of course, if an adequate advertising reserve

has been created—but that's getting ahead of the story.

Boiled down to essentials, there are three generally used plans of raising the money for association advertising campaigns. Each one of these plans has certain variations that have been tried out, sometimes successfully, sometimes unsuccessfully. They are, briefly, first, appropriations from the general funds of the association; second, assessments for advertising from members based on members' production; third, voluntary contributions.

The success of the first method depends greatly, of course, upon the size of the general funds of an association. Since the amount of money that an association has to work with is made up by membership and other fees from members, this method of financing is bound closely with general methods of association financing. This opens up a broad subject quite outside the scope of this article and so we shall have to assume for all ordinary purposes that the association money-raising mechanism is satisfactory.

In planning for an association campaign to be taken out of the general funds, the membership dues must be adequate to take care of all phases of the association's activities. If the members have no particular objection to paying dues of sufficient size to take care of advertising along with other activities, this first form of financing the campaign is probably the most satisfactory of all. It bears the closest analogy to the most generally accepted method of financing advertising campaigns for individual manufacturers who draw their advertising appropriations from their entire capital and consider advertising as a legitimate expense along with production costs, sales costs, etc.

However, this system does have its drawbacks. Read what the secretary of an association which has advertised successfully for years has to say:

The revenue of our association is derived from an assessment based on the monthly shipments of our subscribers. This assessment makes up

our general fund and to each of our departments is allocated a specific amount for the conduct of their activities. One department is that of advertising.

Our basis of assessment is really one of the most equitable methods we know of. When shipments by our members are heavy, our revenue increases proportionately and likewise during times of depression, when shipments are low, the expense incurred for the association membership is correspondingly low. This works no hardship among the members individually, but with conditions as they have been during the past two years shipments have been so reduced as to prohibit the association from engaging in any form of advertising.

Of course we realize that the demand for our members' products would be increased by a vigorous and well-directed advertising program, but our funds do not permit such an undertaking. In order to meet the situation we endeavor to levy a special voluntary assessment upon our members and in this way raise the funds necessary for carrying out a program of advertising. However, because of the abnormal economic condition of our industry, we have been unsuccessful in putting this plan into effect. The result is that we are in a period when advertising is needed and are without the necessary funds.

The second method of financing the advertising is by a special assessment based on shipments from members. In other words, each member pays into the advertising appropriation of his association a special amount determined entirely by the amount of merchandise he ships. This is a fair method of determining the advertising appropriation, but it also suffers from the drawback that when business is bad the advertising appropriation gradually fades into nothing. This may not seem so vicious at the beginning of a depression when business is slipping off and cannot be brought back by any method of resuscitation. On the other hand, any well-informed business executive knows that one of the most effective strategic moves that he can make is to start advertising as soon as the business curve shows a sign of an upswing. Associations using the assessment plan are automatically barred from doing this strategic advertising because they cannot put on the required pressure until members' sales begin to pick up. Thus, a sales curve that might be pushed up with some rapidity

They Laughed When I Asked for a Hair Cut



Yesterday a baldheaded man told me that one hair on the head is worth two on the chin. And I agreed. For, even though my head's a darn good hat rack, as a hair farm it's a total loss. Hirsute shrubbery simply will not flourish on my cranial dome. Of course my galloping dandruff has given me a new insight of the meaning of the Rape of the Locks; but that doesn't keep me from mourning my ravished tresses. My head is so utterly naked that even my wife is forever wise-cracking about it. The other day at breakfast I told her I'd be late for dinner, as I had to get a hair cut, and she twitted: "Get A hair cut? Why not get all six of them cut?" But, kid me as she may, my worries will soon be over. A friend has just tipped me off to a swell new scalp fertilizer called Vitalis, which I am given to understand is being advertised in this market *exclusively* in The Examiner. Naturally, this tie-up is doing a lot of hair-raising with the 1,225,000 males and 1,275,000 females in America's fourth largest market. So, if you Eastern space-buyers want to make two sales hairs grow where only one has grown before, advertise in The Examiner. Because The Examiner, with its more than 200,000 circulation daily and in excess of 440,000 Sunday, is the best tonic for anaemic sales volume in the entire West.

**LOS ANGELES
EXAMINER**

Put Your Message Before the Moderns

risers more gently because of lack of advertising pressure.

The third method of financing the campaign, that is, by voluntary contribution is probably the least satisfactory of all. It has the great drawback of passing the buck to the advertising-minded members and allowing those members who are not advertising-minded to get the benefits of the campaign without contributing their share. It also requires high-pressure, money-raising activities that are likely to leave sore spots in the minds of a number of members.

However, the voluntary contribution plan has been used by a few associations with apparent success.

An interesting variation of the voluntary plan has been used by at least one association. Copy is prepared by association headquarters and then sample advertisements are shown to members. They, in turn, run these advertisements in the trade press, signing their own signatures as well as that of the association. The copy is flexible and happens to be as good for the individual as it is for the group with the result that frequently members do use association advertisements.

It is my observation, after discussing the subject with a number of association executives, that the voluntary method is by far the least satisfactory of all methods and should be avoided if possible.

A study of the whole subject of association advertising will convince the average student that methods of raising money are comparatively unimportant when viewed in the light of certain other very important factors.

Perhaps the most important factor is that of long-term financing with which is tied up the factor of some kind of advertising reserve.

The necessity for long-term financing and a reserve become apparent to anyone who has studied business curves even in good times. After all, a cycle is a cycle with its hills and valleys. If the advertising fund depends entirely upon those hills and valleys the advertising effort is likely to be sporadic.

It is safe to say that the most successful association advertising

campaigns have been those that have been financed on the basis of long-term effort. Members have been told that six months or a year of advertising is not enough, but that two or three years are a minimum and that if there is any appropriation to be made at all it must be made on a basis of two or three years of effort.

It is not enough, however, to sell the idea of long-term advertising. It must be correlated with an advertising reserve built up to take care of periods when the industry is not earning as much as it does in good times.

One association executive has endeavored to sell to his association the idea that out of every dollar appropriated to advertising, 80 cents be used during the current year and 20 cents be put in an advertising fund. He has gathered confidential figures that show that if his association had inaugurated this plan four years ago and had followed it consistently, it would have built up a sufficient advertising reserve so that during the current period appropriations would have been adequate to do about 75 per cent of the job that was being done in good times. He feels that under present conditions, the 75 per cent job is thoroughly satisfactory and that on this basis the association could be building a further reserve so that when business does show signs of picking up, it could jump in with an aggressive campaign which would undoubtedly have much to do to hasten recovery.

There are great possibilities in this plan. It seems to me to be one of the simplest and most promising ideas in association advertising financing.

In connection with the advertising reserve, it is necessary to have an excellent administrative policy governing advertising finances. Only the most optimistic advocate of advertising will hold that under conditions as they have been during the last few years, association advertising should have been kept on a level course. There have been times in every industry when money spent in advertising was almost entirely wasted. On the other hand,

A MORNING newspaper that leads in chain grocery lineage

**And it's a healthy
leadership, amounting
during the first seven
months of 1931 to
27,317 MORE lines
than any one other San
Francisco newspaper
carried!**

**Those placing food-
product advertising
should be particularly
interested.**

San Francisco EXAMINER

"WOMEN AND M

Reviewed by

WALTER MANN

Editor of Survey of Surveys Department

of SALES MANAGEMENT

"**P**ICTURE, if you will, 300 investigators working under the independent direction of forty-two advertising agencies, making over 80,000 face-to-face calls to get a net of 56,911 interviews with women—in 121 cities and towns—in a study of magazine consciousness and magazine preference!

"Such a study, even in these days of magnificent research effort, would command respect on no more than its prodigious size. But picture further, if you will, the sheer confidence with which a magazine must view its position in its chosen field to be willing to embark on such a major research expenditure in the independent hands of the fifty-three of-

fices of forty-two of its most important agency customers.

"Yet this is exactly what has happened in the case of *Good Housekeeping's* latest study entitled 'Women and Magazines' in which these agencies spent six months in getting answers from 56,911 women to the following two questions:

"(1) 'What magazines do you yourself read regularly, not your husband, but you yourself?' and (2) 'If for some reason or other, you could have but one magazine for your own reading which would that one magazine be?'

"The facts discovered are pretty hard to combat. The questions were asked simply and directly and no efforts were made to control the actions

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NDM MAGAZINES"

the participating agencies in any way that would make this survey come out favorable to *Good Housekeeping*. Yet the results are unusually good for that magazine. They shriek aloud as to the futility of judgment by impression in the selection of media...

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"Because of S. O. S.'s* constantly reiterated contention that the empirical or deductive basis of reasoning in the selection of media is no more than a sublimated form of guesswork, he quotes (substantiating this view) from the preface of this book, from a page addressed To Advertisers and their Advertising Agencies."

"It has long been acknowledged," says the preface, "that the most important factor in determining the value of a magazine for advertising purposes is to know what its readers think of it."

"There is only one reliable source of information on reader interest. That one source is the readers themselves."

"While much time has been spent in attempting to determine reader interest in many ways, too little of that time has been spent at this one accurate source."

"These statements have our hearty and enthusiastic confirmation."

*Walter Mann's Survey of Surveys

42 Advertising Agencies
made this study of the Magazine
Preference of American Women

GOOD HOUSEKEEPING
Everywoman's Magazine

there have been occasions when money spent in advertising, applied strategically, would have returned dollar for dollar more than similar amounts spent when business was good.

Obviously, the administration of the advertising fund requires exceptional executive ability. Sometimes, indeed, this ability resides in the secretary. More often, however, he is not as thoroughly grounded in the principles of advertising as some of his members and it is to them that he should look for help in administering the appropriation.

Here is how one association works out its administrative problems, as described by its secretary:

The membership of our association votes on the rate of tax which we assess on the tonnage of members as the revenue for all our activities. The members also vote on officers and directors, who in turn name an executive committee to budget our activities. The executive committee alone determines how much of our annual income shall be applied to co-operative advertising and this fund is turned over to an advertising committee of three. This committee approves the details of the advertising plan.

There, in essentials, is perhaps the most satisfactory method of administering the appropriation. Of course, it requires a number of things. First, it is necessary that the membership have confidence in the directors and officers and that they, in turn, have confidence in the executive committee. It is also necessary that the advertising committee be composed of members who have been really successful in advertising their own products and who are neither optimists nor pessimists. These, however, are details which must be worked out by each association.

In commenting on this plan, the secretary of the association continues:

The merit of this system is that we are not harassed by the conflicting views of politically minded members who wish to dictate and dominate and who might thereby frustrate the effectiveness of any advertising program. The weakness of this plan lies in the fact that frequently the appropriation for advertising is cut when the executive committee finds itself hard pressed

for funds essential to another activity.

He adds: "It is also weak in that the appropriation is for but a one-year period, thus recognizing the truth of the necessity for the long-term appropriation backed by an adequate reserve."

Another essential to a good financing plan is a definite and clear understanding as to the legality and binding clauses of any agreement by which subscriptions for the advertising shall be paid. This is necessary if the advertising is to be assured permanent and consistent support. Of course, this applies more particularly to associations that finance by the second and third methods.

I have talked this phase of the matter over with several association executives and some of them have objected, saying that if advertising funds have to be raised on the basis of a non-cancellable contract a great deal of dissatisfaction is bound to arise and that after the original appropriation is once dispersed members will resign. In several instances just this has happened to certain associations, but an analysis shows that these associations should never have advertised in the first place or, rather, should not have advertised when they did but should have waited until they were prepared to follow through on their campaigns. Certainly if an association believes in the value of consistent advertising, it must take some kind of steps to assure a consistent flow of advertising funds.

An interesting sidelight on this subject was given to me by the managing director of a large association who said:

The principal essentials of a good financing plan are, in my opinion, first, the attitude of the industry toward any co-operative advertising campaign; second, the degree of interest that can be developed and created and maintained over a reasonable period of time; and third, the willingness of the individual units in the industry to support, with substantial contributions, such a campaign for a period of several years, so that the campaign will have sufficient continuity to register results.

That comment, I believe, stands

as a concise summary of what has been expressed in the last dozen or so paragraphs.

Numerous campaigns have failed to hurdle the obstacle created by too ambitious a program. Some associations seem to think that the only successful kind of advertising is a broad national campaign made up of all the units possible to advertising. This is an excellent ambition and there is no reason why a well managed association cannot eventually get into such a campaign. However, optimistic association men often overlook the fact that some of our most successful national advertisers were originally small local plants and that their advertising started in a small way and grew along with distribution and education until they have reached their present size.

Of course, there are associations that have launched widespread advertising campaigns without any particular preliminary work but, as a rule, it would be far safer for an association to commence its advertising in a small way. In the first place, an association has an educational job to do with the trade. Its first year may well be spent, almost entirely, getting the trade behind the industry and behind its advertising campaign. This effort is comparatively inexpensive and while it is being carried on an excellent reserve can be built to take care of the second year's program.

There are many details essential to a good advertising campaign. If too ambitious a start is made some of these details are likely to be overlooked. A publisher recently said that he felt that one of the chief reasons for the failure of association advertising, when it has failed, was that the preliminary steps had not been carefully enough considered for the association to get its money's worth out of its national advertising.

On the other hand, it is possible that an association will fight shy of a national job in a big way long after it is ready to do that job. Association advertising should proceed like the snowball rolling down hill. How large the original snowball should be, however, de-

pends upon what kind of a job the association has done before it commences its advertising, and also how firmly the industry itself is established as an advertising industry.

There is one other phase of financing which has not been discussed as thoroughly as it should be by associations. Recently, I listened for more than two hours to an association executive whose group is made up of wholesalers and retailers. He was highly pleased because he had just completed a deal whereby his association was to run an advertising campaign which would be financed by manufacturers. He admitted that these manufacturers would probably pass the cost of the advertising along to his members, but was perfectly happy in the knowledge that the members would not realize this and, therefore, would be quite complacent.

There is a great temptation for any association to go outside of its own ranks to raise its money. Frequently by waving the black-jack over the heads of certain manufacturers or other people outside of the association it can raise the money. However, such money-raising methods are bad from the beginning. A manufacturer contributes under duress and the association gets its advertising without ever believing in the broad principles of advertising. If an association sincerely believes that modern advertising can do a job for it, it will not hesitate to appropriate the necessary funds out of its own general funds.

At best, any discussion of financing association advertising depends pretty largely upon individual problems. If this article, however, has in a general way shown some of the essentials of financing a co-operative campaign it will serve the purpose of getting individual associations to apply certain proved principles to their individual problems.

Neckwear Account to Glaser

Brown & Wells, Inc., Boston, manufacturer of neckwear, has appointed Louis Glaser, Inc., advertising agency of that city, to direct its advertising account.

If YOU Can Afford to Pay PRE - DEPRESSION Prices

You may not be interested
in this advertisement

IF your business has been exempt from the 30 per cent drop in commodity prices you may not care that magazine costs have also, on the average, been exempt.

But, within 60 days of the announcement of Liberty's new management, \$1,521,677 in new orders have poured in from 92 advertisers and 58 agencies who felt that Liberty's drop of 35 per cent in cost since 1926 was made to order for their Post-Depression problems.

A New Opportunity

On April 1st, 1931, the Macfadden Publications, Incorporated, announced the purchase of Liberty.

They confirmed the continuance of the editorial policy of dramatic, newsy, concise stories and articles by famous authors and illustrators, which had been responsible for the

most sensational circulation success on record.

But they added that \$100,000 more a year would go into these editorial, manuscript and art activities.

Quality of physical presentation was also to be stepped up.

Within six weeks, two improvements had been made in paper stock.

Recently, newspapers carried the story of the biggest quality paper order ever placed by a single magazine, whereby Liberty, beginning January, 1932, will pay \$160,000 more a year in the interests of better reproduction.

What This Makes Possible

Now advertisers, pressed to do 1928 type advertising jobs with 1932 model appropriations, are considering what 1932-styled, 1932-priced Liberty can give them.

THE YARDSTICK OF

COMPARE

*With Any
Other Magazine*

1. HOW MUCH?

Liberty averaged 2,401,416 weekly circulation for 1930, 2,411,000 for the first half of 1931.

2. WHO?

Liberty is deliberately edited for both men and women. It is read by 2,750,000

men and 3,009,000 women. Result records have been broken for men's and women's products alike.

80% of all Liberty families above \$2,000 income class

65.8% U. S. average

52% own homes 37% U. S. average*

84% have telephones

39% U. S. average

58% have radios 46% U. S. average

50% have vacuum cleaners

37% U. S. average

34%

15%

*In c

3.

Liberty
its ci
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retail
magaz

They find that their magazine dollar buys:

Liberty	565 families
Average of 3 other Weeklies	377 families
Average of 2 Monthlies	391 families
Average of 6 Women's Magazines	286 families

In other words, their advertising money can reach through Liberty:

- 50 per cent more families than in other Weeklies
- 45 per cent more families than in Monthlies
- 98 per cent more families than in Women's Magazines

This Is No Slight Advantage

But, then, neither is a million and a half dollars within 60 off-season days, slight recognition.

If 50 to 100 per cent more coverage is needed to make your 1932 appropriation do a 1928 job, you, too, will be among those fighting fire with fire—next year in Liberty.

Write without obligation for booklet: "To every man with \$1 to spend in advertising." Liberty Magazine, 2727 Graybar Building, New York City.

AMONG ADVERTISERS NOW APPEARING IN LIBERTY

American Safety Razor Corp.
American Tel. & Tel. Co.
American Tobacco Co.
Axton-Fisher Tobacco Co.
B. V. D. Co.
Barbasol Co.
Bauer & Black
Reech-Nut Packing Co.
Borden Co.
Bristol Myers Co.
Brown & Williamson Tobacco Co.
Chesebrough Mfg. Co.
Chi., Mil., St. Paul & Pac. R.R.
Chrysler Motors Corp.
Cluett-Peabody & Co.
Coca-Cola Co.
Columbia Pictures Corp.
Crosley Radio Corp.
R. B. Davis Co.
Jos. Dixon Crucible Co.
Encyclopaedia Britannica, Inc.

Ethyl Gasoline Corp.
Florida Citrus Exchange
General Motors Corp.
Gillette Safety Razor Co.
Alexander Hamilton Institute
Hewes & Potter
Hinze Ambrosia, Inc.
Chas. E. Hires Co.
Houbigant, Inc.
Indian Refining Co.
International Mercantile Marine
Jantzen Knitting Mills
Johnson & Johnson
Kellogg Co.
Kolynos Co.
Kress & Owen Co.
Lambert Pharmaceutical Co.
Larus & Bros. Co.
Lever Bros. Co.
Mennen Co.
Philip Morris & Co.

Northwestern Yeast Co.
Norwich Pharmaceutical Co.
Parker Pen Co.
Pepsodent Co.
Pompelan Co., Inc.
R. C. A.-Victor Corp.
R. J. Reynolds Tobacco Co.
Sincclair Refining Co.
A. G. Spalding & Bros.
Stanco, Inc.
A. Stein & Co.
Texas Co.
Vapo Cresolene Co.
Veldown Company, Inc.
Wander Co.
G. Washington Coffee Co.
L. E. Waterman Co.
R. L. Watkins Co.
Western Clock Co.
W. F. Young Co.
Zonite Products Corp.

Liberty . . . a weekly for the whole family
PRICED FOR POST-DEPRESSION

CIRCULATION QUALITY

- 34% have electric washers
29% U. S. average
- 15% have mechanical refrigerators
8% U. S. average

*In cities covered by Starch Survey

3. WHERE?

Liberty concentrates three-quarters of its circulation in cities over 25,000 population. Liberty places more circulation here (where major part of all retail business is done) than any other magazine.

4. HOW READ?

Liberty is wanted enough by its readers, that 99% of them buy voluntarily week after week. No expensive subscription crews are necessary to sign up readers 6 months or a year or two in advance. 99% single copy circulation is 99% guaranteed-to-be-read circulation.

Then, instead of burying 90% of its advertisements after the start of the last story, Liberty alternates advertisements and story leads throughout the book. Surveys show this nearly doubles readers-per-advertisement.

MORE than 1,700,000 intelligent American families, by their patronage of COSMOPOLITAN, have shown their willingness to pay 25 cents for a magazine of its excellence.

Under the able editorial direction of
Harry Payne Burton

COSMOPOLITAN, at 25 cents, will continue to spare no expense, effort, care, thought, time or attention to get and to print exclusively what is universally recognized as the best in fiction, features and art throughout the world.

JOHN R. HEARST
General Manager

Hearst's International
combined with
Cosmopolitan

The Class Magazine with 1,700,000 Circulation.

Modern Advertisers Are Using 1916 Mail-Order Ideas

They Are Finding That Some of the Old, Familiar Devices Still Work

By Harry L. Bird

ONE of the most successful present-day copy writers attributes the pulling power of his copy to the two years he spent with a great mail-order house back at the beginning of his career.

During that time he mastered the intricate knack of mail merchandising. Instead of protesting when unimaginative buyers bluepenciled his flights of fancy, he analyzed their motives. It wasn't long before he came to appreciate that the "old-timers" were using certain methods and devices for a definite reason; not because they didn't know any others or were afraid to try anything new, but because these time-tested ways brought home the bacon.

He learned that most of his bright ideas were shelved for the reason that they had been tried and found wanting, not once but many times. He discovered that far from being hidebound and ultra-conservative, his boss was a keen gambler, willing to try anything that showed the slightest promise of profit.

Protesting vigorously one day to the canny old catalog department manager that a certain merchandising offer was the most worn-out, washed-up, out-of-date plan in the whole bag of tricks, he received this illuminating answer:

"Sure, I know it's old stuff. You can look back in our files twenty-five years or more and find the

same kind of an offer made in almost the same identical language. The critics called 'Abie's Irish Rose' hokum—but it's playing to crowded theaters. Tastes and fash-

[illegible]

No Vague Visualization Here—Actual Figures and Names and Addresses of Users Give This the Mail-Order Touch

ions may change, but human nature remains pretty much the same. Remember, fish still bite on old-fashioned angleworms."

Perhaps this reads like rank heresy to advertisers of the modern school. The search for "something different" is as keen today as it was then. But the fact remains that this man, thoroughly grounded in mail merchandising ways and means, has been able during the last decade to adapt practically

every one of the hoary "hooks" and stunts, that he acquired in catalog work, to general advertising. And he has been hailed as one of the outstanding innovators of the profession.

Viewed impartially, it is easy to see that the time-honored mail-order methods produced results because they were psychologically sound. They cashed in on some basic trait in people. And just so long as people remain people, readers of advertising will continue to react in very much the same way to these fundamental appeals.

Not long ago there appeared in leading women's publications an all-type advertisement for Chase & Sanborn's coffee with the headline "Rancid Oil in Stale Coffee the cause of indigestion, headaches, sleeplessness." To put over this strong selling theme, the advertising writer resorted to a trick that has been in vogue in mail-order advertising for years—the question-and-answer method. In a series of simple, yet pointed, questions, followed by brief answers, the entire story was built up. Each angle was considered from the reader's viewpoint. The message was most readable because of its manner of presentation. Yet with all due acknowledgment to the copy man, this same device has been employed in innumerable mail-order catalogs. It was adopted for mail selling because of recognition of some concise way to answer the prospect's objections to ordering. The mail-order salesman could not be present in person to reply to the various questions that might arise in the reader's mind—so he put the questions himself and then supplied the desired information.

Another well-aged mail-order lure that has found its way into current general copy is the questionnaire coupon. Procter & Gamble, for example, add interest to their Chipso advertisements with a ballot on which the reader is asked to indicate her preference

between Chipso flakes and granules. Max Factor, Hollywood cosmetician, offers a "complexion analysis" in return for the filling in of a coupon on which the reader indicates color of hair, eyes, etc.

Less obvious is the relationship between a modern type of community advertising and the mail-order technique. But a half-page for the

Max Factor's Society Make-Up

"Cosmetics of the Stars"—HOLLYWOOD

MAIL FOR YOUR COMPLEXION ANALYSIS

Mr. Max Factor—Max Factor Studios, Hollywood, Calif. 16-3-16
Dear Sir: Send me a complimentary copy of your 48-page, book, "The New Art of Society Make-Up"; personal complexion analysis; and make-up color harmony chart. I enclose 10 cents to cover cost of postage and handling.

COMPLEXION	COLOR OF EYES	LIPS
Light		Moist
Fair	COLOR OF LASHES	Dry
Medium		SKIN
Ruddy	COLOR OF HAIR	Oily
Dark		Dry
Sallow	AGE	Normal
Olive	Answer in spaces with check mark	

The Questionnaire Coupon Is Being Used More and More—This Was Clipped from a Max Factor Advertisement

All-Year Club of Southern California, for example, reveals basic similarities. Featured in the headline is the cost of a visit—"Eleven days in this California world-playground, \$70 (costs while here)." This straightforward presentation of the actual dollars-and-cents outlay required for a vacation vastly increases the appeal of the message. It attracts many who might have thought such a trip beyond their means. And it is characteristic of mail selling, where price is frankly recognized as an integral part of the sales process.

Curiously enough, many national advertisers omit price entirely from their copy, even though in these bargain-hunting days it is more frequently than ever the determining factor in creating the initial desire and in converting that desire into action.

Your seasoned mail merchandiser never hedges on the price question. He knows that the prospect, in nine cases out of ten, has no eyes or ears for any selling talk until he knows whether or not the article lies within his price range. So

mail-order catalogs always enable one to obtain the cost of an article immediately.

The Southern California advertisement has a kinship with its country cousins in the mail-order field in that it presents a *complete* picture. The copy is long—some 300 or more words of eight-point type. Advocates of short copy will throw up their hands in horror. But shrewd mail-order men know that people will read long copy, if they are interested in the subject. And that when people are interested, you can't tell them too much.

Another point of resemblance between the Southern California display and the old-fashioned mail-order advertisement is that each offers a number of different angles of appeal. The Southern California layout has photographic reproductions of a Hollywood premiere, bathing in the Pacific, a steamer trip to Catalina, an alluring golf course, and horseback riding along

a mountain trail. In this varied collection every reader will find something that strikes a responsive chord. How much wiser than merely showing one scene or sport, which would appeal to only a part of the magazine audience and leave the others indifferent. Mail merchandisers long ago learned that a person may buy a product for any one of a number of uses, and that maximum sales are obtainable only when all possible appeals are emphasized.

Winchester products have been featured in magazine advertisements which bore a marked resemblance to catalog pages. A wide variety of products were shown with definite descriptions. This same method has also been used for Bulova watches, Parker pens, and others. Now we find similar "cataloging" of products in many other kinds of merchandise advertisements. Recent copy on Glazo manicure preparations, for instance, has shown the various Glazo prod-



11 days in this California world-playground

\$70

Read more about this in the Southern California Magazine. It's the only magazine that gives you the inside story of the state of California. It's the only magazine that gives you the inside story of the state of California. It's the only magazine that gives you the inside story of the state of California.

discover..with Glazo

that you have lovely hands!



A finger on which begins with the most and the perfect. It is with Glazo. It is with the very best of the young girl who has discovered the Glazo manicure. It is with the very best of the young girl who has discovered the Glazo manicure. It is with the very best of the young girl who has discovered the Glazo manicure.

GET THIS FREE GIFT



and your waiting time is half!

SOUTHERN CALIFORNIA

1800

1800

GLAZO

1800

1800

1800

1800

1800

The Author Finds Many Evidences of the Mail-Order Technique in These Three Advertisements—They Are Examples of the Back-to-Fundamentals Trend

ucts in small secondary illustrations with descriptive captions and prices under each. Woodbury's beauty aids are listed with descriptions and prices, in the concluding paragraphs of the advertising. The Elizabeth Arden and Helena Rubinstein preparations are frequently cataloged in this way.

A variation of this appeal is found in advertising of Balsam-Wool. "\$71 to \$115 does it!" reads a recent advertisement for this product. "Get dealer's estimate on lining your attic with 'wool' from wood." Thus is handled the price angle of an article where the cost varies with installation.

In this same advertisement is another interesting adaptation of a time-tested mail-order stunt. Four photographs of actual homes are reproduced, with captions such as: "Saved 52 per cent of insulation cost the first year! The cost of insulating the attic of H. J. Lowden's home in Seattle, Wash., was only \$86.80. He saved \$45.27 on fuel bills the first year after insulating with Balsam-Wool." No vague generalization here, but actual figures and the name and address of the user. This same basic principle, under various guises, has been producing results for all manner of mail-selling firms for many years.

Not long ago women's publications contained a single-column advertisement of the General Foods Corporation featuring La France laundry preparation. The headline, in plain, unvarnished Gothic, reads: "Get This Free Gift." And the illustration shows a hand holding out a package. No one knows how many times this old standby has been utilized in various forms since Sears met Roebuck. But I will place a little bet that the advertisement in question pulled its head off for La France. It has the "hook" that brings responses.

To high-hat mail-order copy merely because it lacks some of the physical charm or verbal sophistication of the contemporary vogue is a mistake. Fewer advertisers are making this mistake in 1931 than made it in 1928 and 1929. The "back to fundamentals" trend

is revealing the old mail-selling stratagems in a new light.

For, as Kenneth Groesbeck recently wrote in *PRINTERS' INK*: "Selling a can of beans to Mrs. Consumer during 1931 will apparently have to be done with one foot on earth and the other in the front door." For the copy writer who finds his feet off the earth, no more practical treatment could be prescribed than intensive study of a 1916 mail-order catalog.

In various advertising circles the word has gone around that the client is getting more and more hard-boiled—less satisfied with intangible results and more insistent upon copy that actually rings the bell. It is under just such conditions that the mail-order technique comes into its own. Having his copy scrutinized for pulling power, and having returns tabulated in cold figures—these are no new experiences for the mail-order copy writer. He welcomes the challenge of a coupon or return card and asks no better break than that the girls in the checking department keep an accurate count of key numbers.

Advertising men, who have been inclined to look condescendingly upon the stud-horse methods of which I have spoken, are learning that the good old mail-order tricks will work for them, too.

Business Paper Group to Meet at Chicago

The fall meeting of The Associated Business Papers, Inc., will be held at the Hotel Blackstone, Chicago, October 20 and 21. The meeting will take place the same week as the convention of the Audit Bureau of Circulations, which will begin October 22.

J. E. Clifford Heads Dee Wite Sales

John E. Clifford has been elected vice-president and director in charge of sales of Dee Wite, Inc., Detroit manufacturer of runabouts and cruisers. He will be in charge of sales, advertising and service work. Mr. Clifford was formerly with the Chris-Craft Corporation.

T. M. R. Keane Appointed

Tom M. R. Keane has been appointed manager of the McMaster Store, Camas, Wash. He has been with McCormack Brothers in Tacoma for the last eight years as advertising and sales promotion manager.

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Sept. 10, 1931

PRINTERS' INK

*A little thing
to look for
but a*

BIG THING

to find!

*Our total
net paid cir-
culation is
over 36,000
—and of
course, it's
A.B.C.*



of only 36,000 cannot possibly be as valuable to you as we maintain that it can be.

Well, we'd like a chance to prove it.

A little thing to look for in 'Standard Rate and Data' among all the circulations that run into the hundreds of thousands and even the millions—but it's a mighty big thing to find.

Here among our Banker readers are the men of influence in every community, directors and directing heads of the major businesses of these communities. They are men who have above the average income, who drive automobiles, and who own their own homes. Men with families purchasing, day in and day out, the quality merchandise of the country.

At a page rate of only \$250 on a twelve time contract it seems almost as though this circulation

We'd like a chance to send you some of the names from our subscription list—to show you the industrial connections of these bank officers and bank directors. We'd like to show you definite proof that these men read the *Journal*, thoroughly, each and every month.

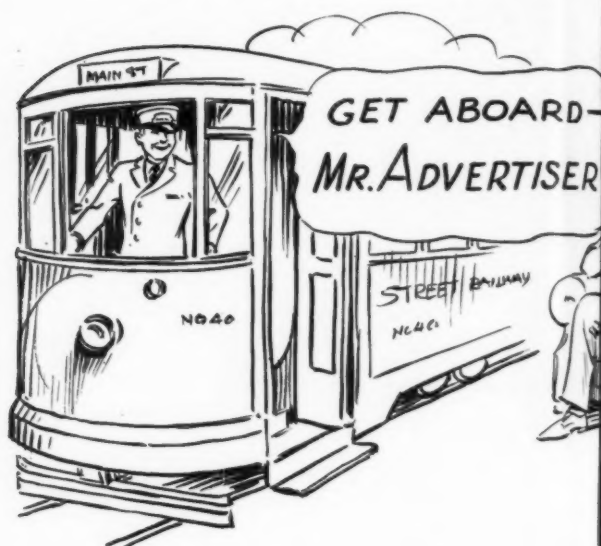
Here is a quality market *second to none*. Behind the tremendous purchasing power of the banks themselves lies the individual influence and buying power of each of our readers. If you haven't seen the *Journal* recently let us send you a copy and also definite evidence of why we believe the *Journal* can be helpful to you in 1932 regardless of what your present sales plans may be.

AMERICAN BANKERS *Association* **JOURNAL**

22 EAST 40th STREET

NEW YORK

Edited by James E. Clark • Alden B. Baxter, Advertising Manager
H. Kenyon Pope, 230 N. Michigan Ave., Chicago • R. J. Birch & Co.,
San Francisco and Los Angeles



THE vanity appeal of certain advertising media makes them much easier to sell to advertisers.

Let me illustrate what I mean by vanity appeal by using an imaginary situation—a typical situation which is no doubt familiar to you.

You have just had dinner at the home of George Sims, President of the American Gadget Company. P. J. Turner and old man Howard, both directors in a lot of corporations, and several other big men are his guests.

Do you remember that George opened a current magazine and showed us his color page advertisement with a big smile of pride? Then he made us read his advertisement in an evening newspaper. And later, he tuned the radio in on a musical program. "Whose hour is that?" asked Howard, as he winked to Turner. "Mine," said George—and what a kick he got out of it!

Just at that point a street car should have rolled right into George's living room.

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220

Sept. 10, 1931

PRINTERS' INK



media George and his genial guests should have had the opportunity to see the advantages of the medium that cannot be tuned out or turned from sight—that rides with the people to the stores and carries them home to dinner—that does not intrude into the living room when folks are occupied with other things, but talks to men, women and children by the millions every day when they have nothing to do and are receptive to advertising.

Sims, P. J. lot of guests. maga- with a vertised the that?" said ht into

car tracks on the living room floors in the homes of advertisers would be a great aid in the sale of street car advertising. Then we could add the lure of "vanity appeal" to the virtues of the medium, which reaches the most people for the least cost.

J. R. Barnard

National Advertising Manager

STREET RAILWAYS ADVERTISING CO.

220 WEST 42ND STREET, NEW YORK, N. Y.

(Offices in all large cities)

This Year is **NO EXCEPTION**

As new developments in printing machinery have appeared, we have been among the first to adopt them.

This pioneering policy has remained unchanged from the inception of the Company fifty-six years ago.

Even this year, while general business has "marked time," we have stepped forward and have brought new and additional equipment to our floors.

Modern machinery, manned by progressive craftsmen, assures the best of printing results. In this plant you will find equipment to produce printing of every description, and produce it right.

Higher quality and quicker service bring economy in their wake, economy which is passed on to the buyer of Goldmann printing.

ISAAC GOLDMANN COMPANY

Founded 1876

**80 LAFAYETTE ST.
NEW YORK CITY**

**TELEPHONE
WORTH 2-6080**

PRINTING OF EVERY DESCRIPTION

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"Worse Than War"

A NATIONAL advertising campaign for the promotion of street and highway safety throughout the United States has been launched by the Travelers group of insurance companies of Hartford, Conn., in a list of over 300 newspapers in every State of the Union. The copy, free from any commercial appeal and without any mention of any form of insurance, will appear at intervals during the period of a month, preceding and immediately following the holiday period of Labor Day.

Advertisements in the campaign are four columns by ten inches and carry brief messages on the human causes of automobile accidents, including both the driver and the pedestrian, with each advertisement pointing out that many automobile accidents can be prevented if per-

sons will only use the streets and highways properly. Early this year Travelers released a booklet entitled "Worse Than War" which analyzed the causes of accidents and the extent of deaths and injuries. The first advertisement of the newspaper campaign bears this title, "Worse Than War" as its heading. The copy in this advertisement points out that whereas 50,510 members of the A. E. F. were killed in action or died of wounds during the eighteen months that we were engaged in the World War, 51,400 persons were killed in automobile accidents during the eighteen months ended December 31, 1930. The campaign appears under the name of The Travelers Insurance Company, the Travelers Indemnity Company and The Travelers Fire Insurance Company.



Color to Eat!

COLOR, which so long as five years ago stormed and converted the kitchen, is evidently not satisfied with the scope of its laurels. While a creditable job has assuredly been done, it is not for Color to rest on its oars with promising proselytes in the offing.

For (Color has discovered), though nearly every single kitchen article has been introduced—and subjected—to the hues of the rainbow, those very things that are responsible for a kitchen—foods—

have generally escaped the application of color.

Accordingly Color, in the person of Oscar Von Allmen, has started a belated invasion of the pantry. The result of this initial skirmish is simply that if you were to buy a bottle of Von Allmen's Extra Quality Mayonnaise today, you'd have to specify whether you prefer your dressing in a cheerful pastel tone of rose or pink, or, perhaps, in a soothing shade of green—or, of course, the conventional yellow.



Staff on Parade

AN 80 per cent sell-out of pre-introductory stocks—such is the record hung up by the New Remington Noiseless portable typewriter. Increased production schedules have been necessitated.

Much credit for achievement of this record is given to a sales promotion idea, "The Big Parade." Every staff of every division of Remington Rand was enlisted to carry the new machine on the date

specified for the parade. From clerical workers to C. King Woodbridge, vice-president in charge of sales, members of the organization carried and demonstrated the new machine to each individual's suggested allotment of ten people. Thus 40,000 people were given an opportunity to inspect the new product on the day of its introduction. The staff went marching out and orders came marching in.

Books with "B. O."

THE latest development in book publishing is for books to have "B. O." (With apologies to Life-buoy). Book Odor, remarked M. Schuster of Simon & Schuster last week, will be introduced shortly.

A few years ago it was suggested in PRINTERS' INK MONTHLY that even books could be scented. Professor Laird said, "If I were publishing some books I read I'd most certainly have the paper stock mildly deodorized." But Mr. Schuster expects to go much farther than that. The aroma of each book will create the atmosphere of its central theme. For instance, a book about sea travel

would smell of bracing salt sea air.

Likewise a book on fishing would have—*mais non!* All is not so simple as it sounds. Mr. Schuster acknowledges that the selection of odors is a very delicate problem and one that has not been worked out satisfactorily, as yet. One book on love was used as an experiment and scented with a special kind of perfume. The women wouldn't buy it because the scent was not to their liking. And the men shunned it for fear their friends would not realize it was the book. On the other hand, it was suggested to Mr. Schuster that the book might not have been a best seller anyway.



Objection Sustained

VIGOROUS objection voiced by the legal profession to banking advice as offered to the public in an advertising poster distributed nation-wide by the Postal Telegraph Company, has led to a reshewing of that poster with deletion of the matter to which objection was taken. The advice was "Go to your banker for counsel on investments, the drawing up of wills, and the many other services all banks are

uniformly equipped to furnish the people of this country."

This advice was ardently objected to by the legal profession as an encroachment upon its field. Hence, a new poster which, in place of the message taken exception to, has as a substitute: "Greetings to the American Bankers Association Convention at Atlantic City, October 5 to 8." Nobody can take offense at that.



Enthusiasm

"WORLD'S largest and most popular dining establishment—Feltmans."

"College Inn Tomato Juice Cocktail is America's most popular invigorator."

"It is almost impossible to misspell words on Corona."

"Delicate nuances of taste, gay reflections of personality, the subtle spell of femininity—charming women know that only footwear by Laird, Schober can catch and hold these rich overtones of existence."

"No other soap or cream can duplicate Ingram's chilly comfort!"

"Bristol Diced Mints . . . the best mint candy you have ever tasted."

"Barbasol — America's fastest selling shaving cream."

"The supreme taste thrill—Milky Way."

"Nacto—indispensable in the home and the garage."

"Guaranteed to be the finest \$40 suit in America—Worsted-tex."

Sphinx Will Celebrate

THE new Waldorf-Astoria Hotel in New York will open on October 1. Appropriately enough, on the evening of that day the Sphinx Club will resume its dinner sessions in the grand ball-room.

The club's first dinner was held in the old Waldorf in 1896. The 199th dinner was served in the Waldorf-Astoria on April 26, 1929, four days before the hotel went into the wrecker's hands preparatory to the erection of the



Empire State Building. And the 200th dinner will be the big event on the day of the new hotel's opening.

The grand ball-room floor, for those statistically minded, will accommodate 1,000 diners; with tiers

of boxes, 1,450; with adjoining rooms, 3,000. It is 135 feet long, 120 feet wide, 44 feet high. It has a stage large enough for a symphony orchestra, which may be moved to provide added floor space.

A Pencil Line 35 Miles Long

PERHAPS you have a product whose performance record you know is worth talking about and yet falls in the class of things that do not lend themselves readily to advertising dramatization. A pencil, for example—and yet, as a recent advertisement of the Eagle Pencil Company shows, some ingenious way may often be found to dramatize the prosaic product.

"35 miles for a nickel" is the striking headline of this advertisement—a headline that leads you into the story of how an Eagle

Mikado pencil, picked at random from the company's stock, left a mark thirty-five miles long on a continuous roller before it was worn down to its stub.

It all started when someone began wondering how many miles a pencil could draw a line if there were a machine capable of measuring its journey. As a result, engineers got busy and rigged up a roller with a dial to record its revolutions. A pencil was inserted in a slot provided and the mileage thus recorded.

Woolen Undies Come Back

THE new underwear being merchandised by The Van Raalte Company, keeping step with the general return of women's clothes to by-gone styles, harks back to the red-flannel era for its inspiration. The new undies, known as Wooly-Wyns, are 50 per cent wool and 50 per cent silk and rayon mixed. The new undies, however, have ignored their clumsy forebears as to style. They come in four different models—a pantie, a combination, a shirt and a strapless vest.

Introductory sales of the new underwear have been encouraging,

even during so unpromising a month as August. Believing that football fans are the logical prospects for such a combination of style and sensibility, the company has taken space in a list of football publications. As a final argument against those sophisticates, who prefer the rigors of freezing to underwear that is directly descended from red-flannels, the strapless vest model has been so manufactured as to be removable immediately after the last quarter, without the bother of undressing.

Better Business Bureau Man- agers Meet

POLICIES and methods of Better Business Bureau management were discussed at the recent annual meeting, held at Cincinnati, of the Affiliated Better Business Bureaus, Inc. At a round table meeting of the merchandise division, comparative price practices came under fire. The discussion resulted in a recommendation that a resolution be adopted, calling on the Federal Trade Commission to give special attention to such advertising and selling practices where the comparative price situation is rampant.

Stephen Toadvine, of the Syracuse Bureau, discussed present trends of financial frauds. He described how blue-sky promoters have shifted their tactics to new fields. Attention also was given by the conference to plans for the extension of Bureau work into communities not now served by Bureaus, such extension to be conducted in conjunction with chambers of commerce and advertising clubs.

Another speaker before the conference was D. C. Keller, president of the Dow Drug Company, Cincinnati, whose talk is reported, in part, elsewhere in this issue. Gordon E. Smith, of the Chicago Bureau, reviewed the schemes of racketeers and outlined what the Bureaus are doing to combat them.

Representatives of thirty-three Bureaus attended the sessions.

Harry W. Riehl, of St. Louis, was re-elected president of the affiliation. Harry Van Horn, Columbus, was re-elected vice-president, and Marshall A. Mott, of Hartford, secretary-treasurer. These, together with the following, constitute the board of governors: Edward L. Greene, of the National Better Business Bureau; Harold J. Inns, Montreal; T. M. Overley, Indianapolis; H. J. Kenner, New York; and M. F. Ridenour, Long Beach, Calif.

The annual conference, next year, will be held at Boston.

"Institution Management," New Publication

Institution Management is the name of a new monthly publication, to be published at New York, the first issue of which will be dated November. The new magazine, which will be devoted to the executive interests of the institution market, will be published by Institution Management, Inc., with offices at 420 Lexington Avenue.

Schuyler Gillespie, of Gillespie Brothers, Inc., publisher of the Stamford, Conn., *Advocate*, is vice-president of the new company. R. H. Gillespie, also of Gillespie Brothers, Inc., is treasurer. F. D. Rich is secretary of the company and advertising manager of the new publication.

Buys Louisville "Herald-Post"

John B. Gallagher, president of the John B. Gallagher Company, New York, has purchased the Louisville *Herald-Post*. The acceptance of Mr. Gallagher's bid for the paper was made at a meeting of creditors held this week. Mr. Gallagher offered \$175,000 and the assumption of mortgages amounting to about \$140,000. The *Herald-Post* Company formerly was headed by James B. Brown, who also headed the National Bank of Kentucky and affiliated institutions which failed last fall.

LeRoy C. Harford with Bartlett-Aldus

LeRoy C. Harford, for fifteen years a partner in The Munro & Harford Company, New York, lithography and color printing, and, more recently, vice-president of Currier & Harford, Ltd., New York, has joined the Bartlett-Aldus Press, of that city.

Death of M. B. Fuller

Mortimer B. Fuller, president of the International Salt Company, Scranton, Pa., died on September 7 at the age of fifty-four. Mr. Fuller, who succeeded his father, Edward L. Fuller, as head of the salt company in 1909, was also director of the Scranton Sun Publishing Company.

Now Louis A. Lepis, Inc.

Following the retirement of F. W. Schmidt from the firm of Schmidt & Lepis, New York, typography and advertising printing, his interest has been acquired by Louis A. Lepis. The firm name has been changed to Louis A. Lepis, Inc., which will continue with the same organization and personnel.

Minneapolis "Tribune" Appoints F. W. Hume

The Minneapolis *Tribune* has appointed Frederic W. Hume, with offices at 122 East 42nd Street, New York, as promotion manager.

IT'S a conspicuous and interesting fact that the newspaper situation in Washington, D. C., does not change year after year. **The Star** continues its consistent leadership in circulation, growing as Washington grows, and giving complete coverage to the Greater Washington Market of approximately three-quarters of a million people who are notably well-to-do above the average.

Of the total circulation of **The Star**, 97% Evening and 96% Sunday is confined to the Washington Market, including city and suburbs.

It is this pronounced reader preference that gives **The Star** its significant volume of advertising, both local and national, nearly equalling in lineage that carried by all the other Washington newspapers combined.

The Star takes your message into the home where buying interest is created. In Washington you need **The Star**; but **ONLY The Star**.

There is no depression in Washington.

New York Office
DAN A. CARROLL
110 E. 42nd St.

Chicago Office
J. E. LUTZ
Lake Michigan Bldg.



TOWER MAGAZINES

Gained 73.6%

this October

over last October*

and the ten months of this year show
an average increase of 64.7%.

THIS continuing increase is sometimes pointed out as all the more remarkable because of the straitened times. But to most advertisers it will seem logical that a new, more direct and economical method of reaching the shopping, spending women of America's best markets should have been born in the bleak Fall of 1929. And should have grown to maturity and self-support in the 1930-1931 period when business began to put the microscope upon selling methods and selling expenditures.

That searching analysis of markets, methods and media must have determined business upon a more careful development of the worth-while markets and an insistence upon live circulations.

*This is a gain of over fourteen pages. Please look again at the October issue. Notice the type of accounts.

Isn't the fact that Tower circulation and distribution fill these requirements so satisfactorily responsible for the recognition that is bringing Tower this steady but rapid growth?

Worth-while Markets • *Tower Magazines circulation presents a perfect definition of worth-while markets . . . and one hundred cents out of every advertising dollar goes into the 1204 markets where 75% of retail business is done.*

100% Voluntary Circulation • *Live circulation . . . so securely built on reader interest that over one and a quarter million women walk into stores and buy the magazines for cash by deliberate, personal choice each month.*

And at the Lowest Cost • *The cost per page per family in black and white is 1/5c . . . the lowest of the fifteen leading magazines.*



TOWER MAGAZINES, Inc.

55 Fifth Avenue, New York

Western Office: 919 North Michigan Avenue, Chicago

"D.L.D." (Don't Let Down) ... has got Seattle Buying

"... don't let down in your appearance. Depression rides the elbows of shiny suits . . . run down heels sing the blues . . . there's gloom in every battered hat." This was the theme of the Post-Intelligencer's initial advertisement of its current "D. L. D." promotional campaign to stimulate buying in every field. Local advertisers in all lines of merchandising have enthusiastically supported the aggressive leadership of Seattle's only morning newspaper in this effort. This campaign will continue to run daily, each advertisement treating with a different subject . . . each stressing the importance of buying *now* . . . at the bargain prices of the last decade.

D. L. D. on your efforts for National Advertisers in the Seattle Market where a Million Moderns, who have the ability to buy Nationally Advertised Products, are quick to respond.

*All the facts on the Seattle Market are available to you
through any one of our National Representatives:*

W. W. CHEW, 572-6 Madison Ave., New York City
J. D. GALBRAITH, 612 Hearst Building, Chicago

A. R. BARTLETT, 2-129 Gen'l Motors Bldg., Detroit
SLAYTON F. LADUE, 926 Hearst Bldg., San Francisco

Seattle Post-Intelligencer

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Inspiration Versus Saturation

As the Basis for Writing Copy

By Aesop Glim

WITHIN the limits of my observation, there appear to be two clearly defined types of advertising agency men. One *peddles* copy—which he *hopes* the client will buy. The other *supplies* copy—almost as an incidental part of his service.

The copy supplied by this second type of advertising man is neither sold nor bought. Both the agency man and the client know in advance that it is going to be used.

* * *

Do you write copy—Oh Pupil of my eye? And are you always pleased with the results of your labor?

Or does your output seem to be uneven—with many ups and downs? Are you frequently dissatisfied with your work, even when you feel you have done your best?

Does your copy strike you as good or bad—as strong or weak—as outstanding or mediocre—as arresting or totally uninteresting? Sometimes the one and sometimes the other?

If you answer yes to most of these questions, you are writing the kind of copy which gets itself *peddled*—rather than the kind which is almost automatically used without appreciable changes.

* * *

When I imply that copy should be supplied almost as an incidental part of an advertising service, I am not minimizing the importance of copy. Old Aesop Glim would rather write the copy, than perform any other function in the building of an advertising campaign. But I believe that the exact importance of copy needs to be more clearly defined—and that the source of sound copy needs some discussion.

My original headline for this article was, "Where Does Copy Come From?" I discarded that as promising too much of Philosophy or Metaphysics—with which I have very slight acquaintance.

Then I considered, "Inspiration Versus Analysis." I discarded that for two reasons. First, because the word "analysis" seems to be falling into disrepute. Much moralizing and many alases might be devoted to this fact. Briefly, I would say that too many pages have been covered with typewritten words—pages which purported to be analyses of this or that—and which were no closer to intelligent and thorough analysis than is Sophistry to Psychology.

Second, and perhaps for this same reason, I feel that *saturation* is closer to being the source of copy than is *analysis*, which to some is cold and abstract.

My favorite example of saturation is that of the small town preacher. He may be poor, he may not have much education, he may even be illiterate—the word "analysis" may mean very little to him—yet he preaches an eloquent and moving sermon. This force was born of saturation.

Sound copy writes itself out of the facts. The copy writer is saturated with the facts. His only test of copy is its accuracy—gauged by the facts. His copy fits or it does not. It is accurate or it is not. He has no feeling of strong or weak copy—of copy that is outstanding or mediocre.

Above all, he does not trust or wait for inspiration—which is few and far between, if ever. And highly evanescent.

I looked that word up in the dictionary. It means to vanish, dissipate or disappear. It also means that the representative who is forced to peddle "inspired" copy may fail to feel the aura; its influence may evanesce at a critical moment—and spoil the sale.

* * *

Saturation comes near to describing my concept of the source of sound copy. Saturation implies thoroughness—thoroughness in the analysis to determine the facts and

thoroughness in the subsequent, patient study of the facts.

If you will accept the implication of the work this calls for—before the copy is ever written—you will probably accept my conception of the relative importance of copy.

I picture the copy as the flower on the rosebush. It is the culmination and the proof of all that has gone before. Yet there is little the gardener can do to or for the blossom itself. The quantity or quality of the blossoms have been determined by the weeks and months which preceded—in which the ground itself was cultivated and the bush was tended.

* * *

Having thus simplified the whole process of sound copy production, we have left to us only one question to worry about.

Whence comes saturation?

On every sales staff one or two salesmen stand out as stars. The star salesman delivers more sales per square inch. He is the copy writer's best friend. And the copy writer who does not cultivate the friendship of the star salesman is making a great mistake. He may miss many an important bet entirely. In any event, he is missing a chance to save himself a lot of time—by not taking advantage of the star salesman's full experience.

Just recently I had lunch with a star salesman. In an hour and a half I learned more from him than the five major executives had been able to tell me in a month.

Across the lunch table I asked this salesman to pretend that I was a prospect to whom his firm had never before made an approach. Later I asked him to pretend that I had been solicited before, but had never bought. With only these two leads on my part, this salesman talked for an hour and a half.

Three features of his sales methods stood out above all others.

First—and from start to finish—he never once dealt in words or phrases. Every sentence was a point—a sales argument. He dealt in facts and ideas. He literally had no concept of verbiage as something in itself.

Second—his first concern was,

"To whom am I talking?" Before he ever asked to see his prospect, he had gone to great lengths to find out—from telephone operators, reception clerks, secretaries, friends and even competitors—"Who is the right man to see?" and "What kind of a person is he?"

Third—"Why should he buy?"

The answer to this question was always built in terms of his prospect's requirements. There was no semblance of salesmanship—which could be pointed out and tagged as salesmanship. It was a factual conversation, beginning and ending on the prospect's side of the table.

Before this salesman left his own office he was saturated with what he had to sell. Before each call, he saturated himself with the knowledge of who his client was and why he should *want* to buy.

Too much copy is written for the benefit of superiors and competitors. Too little copy is written in terms of the ultimate consumer—who isn't anything nearly so abstract as those two words indicate. To me, the words "ultimate consumer" describe a point on a map or a pin point on a chart.

Write your copy in terms of a living person—a busy person—a person who has plenty else to worry about. Yet a person who can be induced to buy if you *know* why he should want to buy.

Take the time to get yourself saturated. Then the copy will ooze—without conscious effort.

New Accounts to Dyer-Enzinger

The Essential Products Company, Milwaukee, manufacturer of household specialties, has appointed the Dyer-Enzinger Company, Inc., advertising agency of that city, to direct its advertising account. Magazines will be used.

The Meier Ice Cream Company, Milwaukee and Waukesha, Wis., has also appointed the Dyer-Enzinger agency to direct the advertising of its ice cream and butter. Newspapers will be used.

"Trucking and Transit," New Publication

Trucking and Transit is the name of a new magazine being published monthly by the Trucking and Transit Publishing Company, Inc., 420 Lexington Avenue, New York. The first issue of the new magazine is the September number.

What Does a Council Do?

Some Pertinent Facts About the Plans and Scope of the New
Southeastern Council

IT has been pointed out editorially in *PRINTERS' INK* that the sectional council idea has shown, in its scope and growth, the way for a very interesting new line up in American industry and agriculture. It seems to be one of the most logical plans yet evolved for the sound economic planning which is so earnestly recommended by all students of the international situation.

The Southeastern conference which was formally organized in Atlanta in the month of June has, as its fundamental purpose, "Developing a broader acquaintance together with the possibilities of the Southeastern States as an agricultural, industrial, commercial, recreational and healthful area." The first conference will be held at Savannah, Ga., in October.

The New England Council which has had such remarkable success in the New England States has served as a guide in the first steps of the Southeastern body, and the general idea of that organization and its accomplishments are the inspiration for the newest member. The general plan of work for the Southeastern Council is thus outlined:

For Agriculture:

1. Encourage the study of the agricultural resources of the Southeast.
2. Encourage a greater diversity of crops and stock raising.
3. Promote production of a higher quality of stock and farm products.
4. Encourage standardizing, grading and handling of farm products to command better prices, identified as products of the Southeast.
5. Promote a larger consumption of Southeastern products in the Southeast.
6. Promote the study of distribution and markets for Southeastern products.
7. Encourage a co-ordination of State agricultural programs.

8. Encourage co-ordination of legislation affecting agriculture in the Southeast.

For Industry:

1. Promote the study of the industrial resources of the Southeast.
2. Study possibilities for the closer integration of Southeastern industries by a greater interchange of raw materials and parts within the area.
3. Study the economics of plant location to promote a more efficient utilization of natural resources and local facilities.
4. Encourage a greater diversity in the industrial development of the Southeast.
5. Co-ordinate the industrial development programs of the several Southeastern States.
6. Encourage the co-ordination of legislation affecting legislation in the Southeast.

For Recreational Development:

1. Encourage the study of the recreational resources of the Southeast.
2. Stimulate tourist traffic to the Southeast for the purpose of:
 - a. Increasing the cash income of the area.
 - b. Increasing permanent taxable wealth.
 - c. Increasing the sale of Southeastern products.
3. Improve the standards of service to tourists throughout the area.
4. Co-ordinate the promotion of the Southeast as a vacation land so that tourist traffic will be routed from State to State.
5. Promote the protection of visitors by proper regulation of tourist camps and wayside homes.
6. Promote improvement in the marking of highways and points of historic interest.
7. Stimulate better methods of attracting visitors and permanent residents.
8. Promote the development of new vacation areas in the Southeast.

9. Promote the improvement of present recreational facilities.

10. Promote the co-ordination of legislation affecting recreational development.

For Publicity:

1. Advertise the agricultural, industrial, commercial, social, cultural and recreational resources of the Southeast:

a. To the people of the Southeast;

b. To the rest of America; by the collection and analysis of data from all sources and their dissemination in the various forms of publicity and advertising.

2. Promote the co-operative advertising of the Southeast by transportation agencies, hotels and other

interests of a similar class.

3. Encourage the co-ordination of the advertising from other sources within the area for the broad promotion of the Southeast.

The list of officers are as follows: President, Frank Page of Raleigh; agricultural vice-president, David R. Coker of Hartsville, S. C.; industrial vice-president, W. D. Anderson of Macon, Ga.; executive secretary and treasurer, Walter C. Taylor of Charlotte.

State vice-presidents, Alabama, Bradford Knapp; Florida, H. N. Rodenbaugh; Georgia, Bona Allen, Jr.; North Carolina, J. E. S. Thorpe; South Carolina, R. G. Rhett; Tennessee, J. Frank Porter; and Virginia, Harry F. Byrd.

Michael, Sir Francis and Sir Malcolm—Collaborators

"A YOUNG Man Comes to London" is the title of a short story by Michael Arlen. It is also the title of an advertising book which contains Mr. Arlen's story and at the same time advertises the new Dorchester Hotel which faces toward Hyde Park in London.

The story itself is in the lesser Arlen manner and, except for a single sentence, contains no reference to the Dorchester Hotel. In fact the hotel is a very, very minor prop on a cluttered stage. However, the story is interesting and Mr. Arlen's name does suggest something of the smartness which a swank Mayfair hotel must have.

The advertising in the book is written by Sir Francis Towle, who writes "A Brief History of a New Enterprise," by Professor C. H. Reilly, who writes "An Architect's Problem—How It Was Solved," and by Sir Malcolm McAlpine, who tells "Some Facts and Figures about the Dorchester." Mr. Arlen's collaborators, therefore, make up with the seriousness of their stories for the lack of seriousness of his



own short non-advertising story.

The book is illustrated with color pictures of various public rooms and dining rooms about the Dorchester. All told it is an interesting and probably effective experiment in advertising an enterprise under the ægis of a well-known writer.

If it's a question of getting the finest typography in the shortest period of time, please remember that Bundscho's spent a king's ransom in equipment and years in experience to put quality production on a quantity basis.



J. M. BUNDSCHO, INC.
Advertising Typographers

65 EAST SOUTH WATER STREET
CHICAGO

HERE TYPE CAN SERVE YOU

THE BIGGEST PROBLEM B

F. C. Lowry Heads National Biscuit

Frank C. Lowry, president of Lowry & Company, sugar brokers, and for many years a director of the National Biscuit Company, has been elected president of the latter company. He succeeds Frederick Beers, who has become chairman of the manufacturing committee of the National Biscuit Company.

*News item in
Printers' Ink Weekly
July 9, 1931*



NATIONAL BISCUIT COMPANY "Uneeda Bakers"

Please enter a one year's subscription to *Printers' Ink Weekly* and *Monthly*. The publications on this subscription are to be mailed to the following address: Mr. Frank C. Lowry, 40 Lloyd Road, Montclair, New Jersey.

Yours truly,
NATIONAL BISCUIT COMPANY
Advertising Department, J. H. Wylie

Weekly

• **Printers' Ink Pub**

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LENN BUSINESS IS MARKETING

So much flour and so much sugar—butter, eggs, and bake just so. Is that what makes a big baking enterprise pay dividends? Not much! Dividends are matters of consumer acceptance, dealer relations, display, turnover, discounts, an effective sales force successfully meeting competition.

The marketing and advertising future of National Biscuit looks promising when the new President is the sort who, five weeks after entering office, orders a subscription to the *Printers' Ink Publications* at his home address.

ANY Perhaps that's why he was elected to the Presidency—being a marketing minded man.

As we have frequently said—a business man's interest in the marketing and advertising activities of his business usually is best indicated by his interest in the *Printers' Ink Publications*. And it is the marketing minded men who now are needed at the top in business—every kind of business.

Among the readers of *Printers' Ink Publications*.

R. M. Barthold

President, California Packing Corp. (Del Monte, Sun-kist, Gold Bar, Glass Jar) 78 canning and packing plants in California, 14 in Alaska and a list of subsidiaries. Invests close to \$1,500,000 a year advertising in magazines and newspapers alone.

P. D. Saylor

President, Canada Dry and Director in six corporations. The man who used advertising—big advertising—to make ginger ale a popular drink.

P. L. Reed

Director in 11 corporations, 1st Vice-President and Treasurer Armour & Co., where we have 19 other readers, too, including the General Sales Mgr., Advg. Mgr., Sales Promotion Mgr., and others. Armour and subsidiaries invest close to \$700,000 a year in magazines and newspapers alone.

Of subscriptions emanating from concerns which advertise 31.5% are major executives, 15.9% sales executives, 17% advertising executives, 16.9% in company name.

Ink Publications

Monthly

ES ON INFORMATION ON MARKETING

Sales at the Bottom of All Plans for Business

The Question Is Whether Geography or Industries Will Be Source of Concerted Action

By Roy Dickinson

EVERY meeting of business men from Amsterdam to Amarillo suggests sound economic planning, as preliminary to assured industrial welfare of the world. It has been suggested that whole industries should get together, as the sugar producers did, and plan their production to conform to normal demand. Quite naturally, the words, "normal demand," are capable of various definitions. It is also true that advertising performs its most useful economic function during periods of slight demand, when, through artificially increasing the demand, it acts as a suction while waiting for the recurrence of normal demand. It was Henry S. Dennison, I believe, who first pointed out that at the basis of all sound economic planning was the sales point of view. "It is almost entirely a selling job," this keen student of the business cycle and of economic conditions told a meeting of business men several years ago.

The question in the minds of men who have studied the thought of sound economic planning is whether or not under our present scheme of individualism, management will stay in line and work along principles known to be sound. For example, when a group of manufacturers of radio tubes are able to get a high price through a patent monopoly, and it is known just how much of a market there is in the United States because the number of sets in existence is known, it is entirely possible and probable that these manufacturers will go ahead and produce several times as many items as there is any possible market for. This is because of our highly competitive system and because of the fact that everyone hopes to be able to sell his product first and get the benefit of the high

prices. It is also equally true that there has been too much thought of production schedules, beating sales quotas, and not enough careful analysis of consumer buying habits and potential demand, or knowledge of how and when those two curves will approach each other.

It seems to me that we in this country have three separate possibilities for management to get together and plan solidly along economic lines. We have the trade association, the regional council, the State. The ways in which trade associations have acted in the past and might function in the future have been described in *PRINTERS' INK*. This publication has also carried the news of many regional councils and in this issue tells of the formation of the Southeastern Council and what it is hoped to be able to accomplish.

I have no desire in this article to argue the question of State rights, but it is indeed interesting to notice the new economic plans offered by various States, notably New York and California. The New York plan has received more publicity. The California plan, endorsed by the President's Unemployment Relief Committee and framed by the California Chamber of Commerce, has certain points that are interesting to those who hope to see some sort of economic planning come out of our present confused condition.

It is highly interesting, for example, to notice that the selling angle is given great prominence in a State plan which has already received the active support of almost 500 manufacturing concerns in California. Here is what the plan has to say about sales:

1. Analyze past sales for most profitable lines, customers and territories; and concentrate selling ef-

forts on them. Review sales for past three to five years to determine lines having best turn-over and contributing most to net profits; customers most profitable to serve; territories that yield the most profit. Determine possibilities and probable cost of building up the less productive lines, markets. Eliminate unprofitable lines.

2. Analyze sales and production schedules for possibilities and reorganize prorating methods to reduce seasonal activities and lengthen out employment methods, as many operations as possible. Enlist dealer co-operation in ordering, to make possible more accurate planning of production.

For many years PRINTERS' INK has carried articles about companies which have concentrated upon profitable items rather than attempting to attain volume at any cost. Probably no one point is more important to any group, whether it be an association, a State or a section, than the thought of reviewing sales for three to five years back to determine those lines and items that contribute most to net profits; customers who are most profitable to serve, territories that yield the most profit.

Under our present system any concern not making a profit is, in a sense, an economic criminal and should be helped to rearrange its business so that a net profit will be the result of a year's effort. It is a matter of record that even in good times a large percentage of the firms that employ labor and capital in their operation go along with great volume but no profit at the end of the year. The digest of other measures being employed by California organizations which the State has set up as a goal for others to shoot at follows:

3. Give all wage-earners now on the pay-roll every reasonable assurance of the safety of their jobs, in order to relieve their fear of being added to the unemployed, and to revive their normal purchasing activities.

4. Provide the maximum amount of employment consistent with production schedules and sound financial practice; though it be necessary, whenever possible, to stagger or rotate employment or place some jobs on a shorter working period basis, in order to distribute work available over as many as possible employees.

5. Hold lay-offs to a minimum

by eliminating overtime and distributing such excess work to additional employees, where physically feasible.

6. Study possibilities within each organization of further distributing work among a larger number of employees, consistent with efficient operations. (For example—staggered employment, shorter working hours or working periods, rearranging vacation schedules, extra vacations and such other time off on a voluntary basis, etc.)

7. Accumulate machine work for normal slack periods, painting, repairing, general clean-up, overhauling equipment and machinery.

8. Study possibility of exchanging labor between different operations, departments and plants, and practice same where feasible.

The chairman of the California Employment Stabilization Committee has stated that the program as now adopted has already resulted directly in the retention of many thousands of workers, with all of the incidental advantages of increased morale among employees and the resultant acceleration of buying power. The following statement by Selah Chamberlain, chairman of the committee, is interesting as showing the committee's angle on the responsibility of management in the present situation:

"As trustees for the interests of wage-earners and the general commodity buying public, business management is confronted with the responsibility of initiating and administering sound and economically feasible practices to provide the maximum amount of continuous employment throughout the year.

"Furthermore, it is of extreme importance that business accept and meet this responsibility through its own organizations, in order to prevent what may become far-reaching and unsound encroachments upon the proper and logical functions of private business enterprise.

"It is generally accepted that no one industry can control the fundamental cycles of business, but that management can exercise control over the extent to which it is influenced by these periodic swings, and that in this respect the first responsibility of management in maintaining permanent employment is to plan and operate the business for the long pull.

"This procedure contemplates the

development of adequate forecasts over long periods, and the adherence to these forecasts as closely as possible, for if these forecasts and the plans resulting from them are not adhered to when rapid expansion seems to belie them, they are likely to be valueless.

"This likewise involves a related important management responsibility of developing a personnel sufficiently flexible as to the type of work it may do and as to the amount of overload it may carry in expansion periods to better absorb any minor fluctuations impossible to forecast."

Confidence on the part of the workers and better sales methods on the part of management are present-day essentials. The California plan, by emphasizing how both of these can be brought about, points the way for other States, communities and industries.

The point is that some definite objectives must be put up to shoot at, held up before management as a goal. An individual company with sound management can do much, but it needs the co-operation of both its own locality and its own industry to carry forward sound economic planning.

Grasshoppers would be fine things for wheat growers if they ate 7½ per cent of every grower's wheat. When the individual grower loses all and his neighbor is untouched, then more money must be appropriated to kill the otherwise valuable grasshoppers, and everybody suffers.

With all the value of our boasted individualism and rewards to private initiative, sound management must co-operate to instill confidence in the workers now employed, to improve selling and forecasting methods. If this is not done, the good work of the individual will be ruined by the economic lunatic, the non-co-operator, the "get-mine-first" type of producer.

Wyoming Paper to Become Daily

The Casper, Wyo., *Times*, now being published semi-weekly, will become a morning daily, effective September 28. The paper will be published six days of the week. Charles A. Barton is publisher.

Mellon Institute Undertakes Packaging Research

An Industrial Fellowship for research on moisture-proofing and grease-proofing paperboards used in cartons and boxes has been established at the Mellon Institute of Industrial Research, Pittsburgh. According to Dr. E. R. Weidlein, director of the Institute, recent progress in package merchandising has indicated a growing need for paperboard containers with improved moisture-proofing and grease-proofing qualities, and, he said, it is the hope of the Robert Gair Company, donor of the Fellowship, and of the Mellon Institute that technically valuable advances will result from the studies which were begun on September 1.

Dr. Marion D. Coulter has been appointed a Fellow of the Institute, to conduct these scientific investigations. He is a specialist in organic chemistry and during the period 1925-1930 held a Mellon Institute fellowship for the study of certain problems in cellulose technology.

If successful, the investigational developments are expected to make possible important economic and improved efficiency in distribution, as well as to act as a further stimulus to the growth of package merchandising.

Clothing Account to Baltimore Agency

The Charles Hirshey Clothing Company, Inc., Baltimore, has appointed the I. A. Goldman Advertising Agency, of that city, to direct its advertising account. Business papers and direct mail will be used.

This agency has also been appointed by the Swan Shoe Company, Baltimore, to direct an advertising campaign, using direct mail and business papers, on its children's first walking shoes.

Death of Gleeson Murphy

Gleeson Murphy, since 1920 president and general manager of the Murphy Chair Company, Owensboro, Ky., died recently at Louisville, Ky. Mr. Murphy, who was fifty years old, was at one time with The H. K. McCann Company, now McCann-Erickson, Inc., and also was formerly secretary to the president of the General Motors Corporation.

Water-Matic Heater to Franklin

The Water-Matic Heater Corporation, New York, has appointed the Franklin Advertising Corporation, advertising agency of that city, to direct its advertising account. Magazines are being used.

Pediodical Publishers to Meet

The twelfth annual meeting of the National Publishers Association will be held September 22 and 23 at Buckwood Inn, Shawnee-on-Delaware, Pa. The program includes a business session and golf and tennis tournaments.

Walter Lippmann, former editor of The World, has joined the Herald Tribune. He writes four signed articles each week . . . Nationally known as a brilliant spokesman of liberalism, he expresses freely his opinions on such subjects as he selects . . . Don't miss his articles . . .



Perhaps the Campaign Demands an "Old-Fashioned" Atmosphere

Times and Selling Approaches That Invite the Use of Mauve Decade Illustrations and Text

By W. Livingston Larned

IT has been said that an advertiser should seldom dig into the past for copy and picture themes, for the quite obvious reason that, with the best intentions in the world, an advertising atmosphere, physically, and at first glance, may suggest that the company and its product are decadent, out of the running, "old-timers" and "has beens."

There are, indeed, instances where the use of golden yesterdays of romance and flouncing skirts has worked irreparable harm. The physical aspects of the campaign were outmoded and musty. The public might get a wrong impression in this intolerant age of "new things," new processes, new enterprises—and youth.

It does not necessarily follow, on the other hand, that because a company is a pioneer in its field, its product is unworthy. Perhaps the best test is the character of this product. Can it be illustrated along the above-mentioned lines without conveying a wrong impression?

A certain shoe house undertook to build an important campaign on its seventy years in business. Wood-cut illustrations and episodic incidents dating back that long distance provided the background of extensive, illustrated displays. The reaction was unsatisfactory. Men, it appeared, were not greatly interested in the age of the manufacturer's house nor how long he had been in business. Style came first. And there was danger, perhaps, that a firm so old might have fallen behind the times. This campaign was dropped after the

first several months when it was discovered that dealers were unhappy over it and women, particularly, were repelled, rather than attracted. The product was one which in no wise encouraged the use of old-fashioned atmosphere.

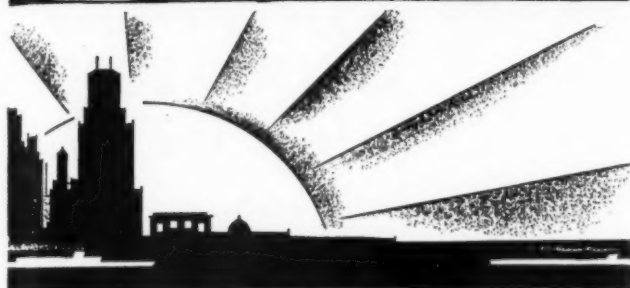
In the advertising of Maxwell House Coffee, quaint, long-years-ago copy has played an important part for many years and is just as popular now as at its inception. But everything was done to glorify the copy theme and the advertiser's best story of his product. Here was a blend that was acclaimed by the most exacting coffee drinkers of the Old South. The Maxwell House was, in its day, one of the most famous, the most deeply loved hotels of its territory. Only the best was served. And the coffee became world-renowned.

The advertiser has been set in his opinion that no possible advertising argument could be stronger than the one chosen, that here was a product dating back to discriminating coffee drinkers, who knew "what was what." Its quality was



The Bank of New York and Trust Company Reflects Its Soundness by Showing Scenes That Have Occurred in Its Early Days

BOSTON



**BUSINESS IN BOSTON
"HAS MAINTAINED
RETAIL TRADE
BETTER THAN ANY
OTHER FEDERAL
RESERVE DISTRICT
IN THE UNITED
STATES"**

Julius Klein

Outdoor Advertising

Donnelly Adv

is a vital factor in advertising appropriations for this market. John Donnelly & Sons, Statler Bldg., Boston will gladly furnish merchandising data and outdoor advertising estimates on this wonderful market ~



The PROVIDENCE
housewife spends
her FOOD BUDGET
before she opens
her purse.

Here's How
She Does It:

THE NEWS-TRIBUNE

*Carries **286% MORE** total food
advertising than the Providence
morning paper.

*Carries **615% MORE** local food
advertising than the Providence
morning paper.

*Carries **73% MORE** national
food advertising than the Provi-
dence morning paper.

*From figures compiled by De Lasser
Bro., Inc., for 6 months' period
ending April 30, 1931.

She reads her evening newspaper be-
cause she *knows* it carries the bulk of
the food advertising—local and national.

She buys as she reads, the night
before the morning she goes shop-
ping. No **morning** paper sells her—
no **morning** paper carries **ENOUGH**
food advertising.

Having the confidence of thousands of
housewives, **The News-Tribune** pro-
duces results for food advertisers, and
is essential for complete coverage of
greater Providence.

The News-Tribune

Goes HOME At NIGHT To Be READ

Represented by

SMALL, SPENCER, LEVINGS & BREWER, Inc.
Boston — New York — Chicago

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inherited. It had an aristocracy of method and manner. In an age of hectic rush and food fuss-fuss and deceit, why not be sure, you coffee drinkers? This blend had remained steadfast through the long, long years, as excellent today as it was when Southern colonels and pretty Georgia belles sipped it in the beloved old Maxwell House.

While the atmosphere of bygone days was thoroughly established, the beautiful color pages for this product have not reeked with antiquity. Such canvases as have been reproduced were works of art, by famous painters. Their costuming was such as to charm the eye, their situations fascinating. It is an ideal case to instance in the argument we present here.

Coffee could be advertised in this manner. The old-time background has shown itself to be a valuable advertising asset, used for a definite purpose.

And now for a somewhat similar campaign, continued for three years, in praiseworthy newspaper copy, because what happened when America was young is singularly important. For one thing, the attitude of the public has changed. We are getting back to first principles. We are believing, more and more, that our ancestors were right and wise and correct in any number of directions. At least there was an integrity of manufacture and of representation.

Ivanhoe mayonnaise is a comparatively new product that uses "old-fashioned" atmosphere for its advertising, and discovers every good, sound reason to do so. The illustrations are characteristic of the campaign plan. They show,

not modern people at all, but homes and mothers and children, and tables, and situations of our forefathers, when America was young.

The technique of these illustrations is a happy, even a shrewd compromise. The artist seems to have the happy genius for visualizing yesterday in America, in a technique that does not detract

from his pictures. They are "quaint" without being musty and dusty and tiresome.

The entire tempo of the advertising—and its success is measured and expressed by the continuous use of exceptionally large space in newspapers at a time when most advertisers are cutting down turns to the America of grandmother's day. As a consequence, some of these illustrations are altogether lovely and appealing. They have been handled in such a delicate and appealing way that the result must have been apparent from the start.

The fact that the product is made from "an old home recipe" sets the standard for the advertising. That is its "theme song," as it

were. One of the trade-marks is the head of a sweet, home-type mother, accompanied by the phrase: "Made by a mother of long ago . . . but it pleases millions today."

Accompanied by an illustration of a Civil War woman making up a bowl of mayonnaise, as her attentive and interested daughter looks on, this copy seems to show the basic idea of the advertising plan: "Years ago, Ivanhoe was first made by a particular mother for her own family. The mayonnaise that she made with as much care was rich and golden and 'creamy."

*This, too,
was up-to-date*



*in Grandfather's
"flaming youth"*

What a laugh the "bicycle built for two" would get today! Why not hand floor cleaning and polishing? They are just as archaic.

A Finnell Electric Floor Machine Illustration on a Theme from the "Gay Nineties"

Neighbors tried it, and liked it, and spread its fame. . . . Her recipe has never been changed."

What a valid reason for using the old-fashioned type of illustration and the historic-era selling appeal, based on human interest. It was a vital part of the advertising that it did, unmistakably, reflect the "long ago."

Then again, a campaign may very well use outmoded situations and themes and illustrations in order to shame the prospect into being ultra-modern. The current Electrolux gas refrigerator campaign elaborates this point of view. (See *PRINTERS' INK*, August 6, page 49, "Back to the Gay Nineties with Electrolux Photographs.")

The product itself was not made to seem old and outmoded because of the art atmosphere. Old-fashioned pictures were an argument *against* things old-fashioned. And what a relief from far more conventional types of illustrations. People have been greatly interested in the authentic representation of an era in which they did not participate. Here was what mother and grandmother did.

The Hammermill Paper Company has employed quaintly old illustrations to accomplish that which, perhaps, no other argument might attain, for a goodly number of prospects must be "shamed" into being modern and efficient. In this campaign, in full color, the pictures are genuinely humorous, along with an art technique which looks as if it might have been taken from the files of two generations ago. Even the hand-lettered headlines follow the type faces of the country printer of this era.

There is the very funny scene of the old-timers, in an office, searching the files for an important and needed document. They are having a difficult time of it, incidentally, while a customer glances impatiently at his watch.

Of the episode, the advertiser says: "Yes, the old hook-file was plenty good enough in those days—because there was precious little to file. But now, 'business by memo' is the order of the day. And, com-

plicated as a business may be, an executive can have all details readily at his call."

In a pictorial sense, the campaign deliberately seeks to remind business men that methods "do change," and that progress and success are impossible if ancient ideas are retained.

And then there is the Bank of New York and Trust Company newspaper campaign, with its appealing and correctly keyed studies of the New York of our ancestors. This jump from national advertising to local efforts is made to show that in every field of advertising, genuine need arises for the old-time atmosphere in pictures and in copy.

As if cut in wood, by an engraver of Young America, we see a panorama of a street scene of 1803, in New York City. And we are interested, because of the mental contrast. The headline invites investigation of the text, which reads: "On Christmas Eve, 1803, Jerome Bonaparte, the youngest brother of Napoleon, married the beautiful Miss Patterson of Baltimore. On account of Napoleon's power and prestige the marriage aroused great interest, and Jerome and his young wife were warmly greeted wherever they appeared. The *New York Gazette and Advertiser* reported their arrival in these quaint terms—'M. Jerome Bonaparte and his lady arrive in New York in their coach and six, followed by his surgeon and secretary in a curricule and four, attended by footmen, outriders, etc., in very handsome style.'"

This banking institution merely seeks to establish, in the mind of the reader, that the business structure dates back to earliest days and has persisted ever since. It must be sound to have weathered so many storms.

Metal Products Account to Milwaukee Agency

The Northern Corrugating Company, Green Bay, Wis., metal furniture and other metal products, has placed its advertising account with Klau-Van Pietersom-Dunlap Associates, Inc., Milwaukee advertising agency.

If you sell to power plants, write for this book . . .



A miasma of complicated and fictitious purposes has gradually developed around advertising until its real purpose has been lost in this fog of fake purposes.

Advertising is one form of selling. It is comparable to artillery preparation in a battle—it prepares the way for the salesman's attack. When it fails to do this, for any reason, it is waste and a zero in ways to spend good money.

In the happy days of easy money it may have been all right to buy advertising for prestige, institutional effect, etc., etc. But, the new order demands that advertising do a day's work for a day's pay.

Realizing this, Industrial Power has made a case study of the effect of editorial appeal and circulation upon advertising efficiency. The results of this research have been incorporated in a book called "12 Case Studies." It is a rare example of analysis and clear thinking.

Every advertising man, every sales manager, every company executive who wants more sales for less cost will find this book of great interest and value.

**INDUSTRIAL
POWER**
608 S. Dearborn St.
CHICAGO, ILL.

Will Economic Conditions Smash Business Ethics?

Business Can Be Competitive without Being Vicious or Even Unfair

By D. C. Keller

President, The Dow Drug Company, Cincinnati

ECONOMIC conditions are lowering the standards of business conduct, are extinguishing to a degree ethical considerations (and there must be ethics in business), and are turning honorable business competition into a sanguinary, ruthless, and vicious conflict.

Better Business Bureaus are more necessary than ever, not perhaps so much immediately to make business methods better as to keep them from growing worse. What was once respectable and respected business has shown recently a disposition to incline toward libel, falsehood, piracy, deceit, unfairness and even criminality. It is doing little to stop itself in its downward course. Economic conditions may be the cause, but they are hardly sufficient reason, for this deplorable state of affairs.

* * *

Business will always be competitive. Into bargaining will always enter shrewdness, perspicacity and adroitness. In barter and sale the doctrine of *caveat emptor* is an admitted legal principle. But none of these violates the standards and requirements of any Better Business Bureau. These are violated only when there are further injected the elements of fraud, deceit, falsehood, unfairness, fraudulent concealment, illegality and so forth.

* * *

On the whole and over a period of years business has grown better. It is only during the last year or two, I hold, that there has been manifested a disposition for business to revert to more objectionable practices, which may be held to be a condition peculiar to our economic situation. Whether the revivifying and rejuvenating effects

of an early return of prosperity in business will of itself eliminate the infection which I mention, or whether it will be necessary for you to reperform some of your work, are matters for future determination, but at the same time they constitute a subject for your most earnest and constant attention and consideration.

* * *

Advertising men are searching the dictionaries for superlatives, racking their brains for extravagant expressions and are creating new adjectives which are not yet, and never will be, in the dictionary. A brand new adjective to use before the noun "Sale" is worth a lot of money—until it is appropriated by the competitor next door. And is all this for the purpose of increasing definiteness and accuracy of expression? For the purpose of more clearly stating truth? It is not. The contrary is the fact.

* * *

Then, too, there are those cute little advertising tricks—indeed perhaps they are "legitimate tricks"—which, while they can hardly be properly classified, are designed as a sort of a smoke screen to befog the real purpose. It is not intended to disparage the value and importance of new and novel advertising ideas and plans, which are highly legitimate and necessary. But there follow right along with these many things with a sort of border line character, the objectionable features of which it is sometimes difficult to point out definitely, but which are not above suspicion. Manifestly these can receive little more at your hands than advisory comment, and sometimes hardly that. But everybody knows that they have been designed for the express purpose of putting them in that exact position. In this whole

Extracts from an address before the annual meeting at Cincinnati, this week, of the Affiliated Better Business Bureaus.

Any Schedule Designed to Cover Los Angeles Should Begin With The Evening Herald

They will be buying Electrical Refrigerators All winter in Los Angeles

Los Angeles is unquestionably the greatest all-year market for Electrical Refrigerators.

A huge market-2,500,000 people live in the City and suburbs. A wealthy market-Los Angeles County ranks FIRST in America in "Spendable Income" per capita. A "twelve-months" market--warm, temperate weather all the year round.

Nowhere else can be found such a perfect combination of factors influencing the distribution of new electrical refrigerators.

--and the outstanding advertising medium in the field--leading every other Daily Newspaper in the west--both in circulation and in advertising--is the

LOS ANGELES
EVENING HERALD

NATIONAL REPRESENTATIVES:

HERBERT W. MOLONEY
342 MADISON AVE.
NEW YORK

JOHN H. LEDERER
326 WEST MADISON
CHICAGO

RAY MILLER
GENERAL MOTORS BLDG
DETROIT

A. J. MORRIS HILL
CALL BLDG.
SAN FRANCISCO

1931-1932 EDITION NOW AVAILABLE

4th
Edition
 1931-1932



"A Study of All American Markets"

Market Facts for Sales and Advertising Executives. 700 Pages of Market Facts . . Authoritative . . Accurate . . Complete . . for every town of 1,000 or more population, every county and each state in the United States.

THE Fourth Edition of "A Study of All American Markets" now ready for distribution, is a handsomely bound volume, 11 inches by 14 inches, printed in two colors. Within the covers of this new edition will be found statistics and facts that alert sales and advertising executives find indispensable. These include population characteristics compiled from the 1930 census; passenger car and truck registration for 1930; savings deposits for 1930; and detailed counts of 24 major business classifications, wholesale and retail, and a tabulation of six classifications of chain store outlets, for every town of 1,000 or more population, and every county and state in the United States. The information for this book has been compiled by competent authorities.

Also contained in the new book are specially drawn maps of the major market trading areas and a complete set of state maps, including the Territory of Hawaii. In a pocket on the inside cover will be found a specially drawn map of the United States, printed in three colors, measuring 32 inches by 48 inches.

HOW TO OBTAIN A COPY

The gratis distribution of this book is limited to business executives who are seriously interested in the utility of newspaper advertising. To others, Major Market Newspapers, Inc., reserves the right to charge the production cost of fifteen dollars per copy. Inquiries should be written on your business stationery and one dollar enclosed to cover packing and postage.

MAJOR MARKET NEWSPAPERS, INC.

(The 100,000 Group of American Cities)

400 WEST MADISON ST., CHICAGO, ILLINOIS

110 EAST 42nd ST., NEW YORK CITY

Chicago Telephone, State 7825 New York Telephone, Lexington 2-2756

matter it would seem that all of us establish, at least in our own minds, a line beyond which we will not go under any circumstances, and beyond which there is danger; and then instead of keeping away from that line, we put our toes right up to it—and too often stagger over it.

Co-ordinating Atomizer and Perfume Advertising

THE new advertising campaign of The DeVilbiss Company of Toledo will reveal an interesting slant on how two non-competitive fields of manufacture can co-operate in an advertising way. As a manufacturer of atomizers, the DeVilbiss company of course is vitally interested in helping increase the use and sale of perfume thereby creating a greater demand for its own product. With this thought in mind, therefore, those in charge of the DeVilbiss advertising have approached several leading manufacturers of perfume with the idea that in their advertising they suggest that women spray perfume. This idea has readily met with the perfume manufacturers' co-operation since naturally when perfume is sprayed instead of merely daubed on a greater quantity of it will be used. DeVilbiss, in turn, has offered to stress in its campaign the new mode of using more perfume.

This co-operation in advertising plans takes place at a psychological moment in the affairs of the perfume industry. The metamorphosis which is taking place at the present time in the field of women's fashions is extending its influence far beyond women's clothing. For some time past the emphasis in women's fashions has been toward the ultra-masculine whereas the new trend indicates a reversal toward an ultra-femininity. The swinging of the fashion pendulum back to the truly feminine augurs as one of its subsidiary developments an increased use of scents and perfume. Therefore the co-operative note in the advertising of DeVilbiss and the perfume manufacturers

comes at a splendid time and will present a broad horizontal advertising influence to swing in with the new style trend.

This co-operative idea is being employed not only in advertising but steps have also been taken to have perfume demonstrators in department stores emphasize the use of perfume atomizers. Even in the movies—an important medium of style influence—the use of perfume atomizers is being introduced and suggested as a bit of minor business.

Adding to Sarah's Record

AMERICAN MEDICAL ASSOCIATION
BUREAU OF INVESTIGATION
CHICAGO, SEPT. 4, 1931.

Editor of PRINTERS' INK:

I read with great interest the item in PRINTERS' INK for Sept. 3 on page 79, entitled "Does Sarah Hold the Record?" describing the number of testimonials attributed to Sarah Bernhardt that appeared in a single issue (July, 1886) of *Harper's*. As the Cockney says, "You 'aven't 'eard the 'arf of it." In addition to "Pear's Soap," "Lowney's Chocolate Bon Bons," the "Regina Music Box," "Fibre Chamois" and "Monarch Bicycles" that Sarah extolled in *Harper's*, she also gave testimonials for "Hoff's Malt," "Pinelyptus Pastilles," "Nuxated Iron," "Paine's Celery Compound" and "Duffy's Malt Whiskey."

I have no doubt that she gave testimonials for many, many more, but I have kept track of the Divine Sarah's testimonial proclivities only from the medical point of view.

The world does move, however, and the present generation can show the "Yappy Nineties" cards and spades.

ARTHUR J. CRAMP,
Director.

WFBR Joins NBC Network

Radio Station WFBR, Baltimore, is now owned by Leslie H. Peard and Robert S. Maslin, of The Drechsler-Peard Company, Baltimore advertising agency, and Dr. A. R. L. Dohme, of Sharpe & Dohme, and associates. It has also become a member of the Basic Red Network of the National Broadcasting Company. Jack Stewart is managing director of the station.

F. H. McMahon with Portland "Oregonian"

F. H. McMahon, for many years national advertising manager of the Los Angeles *Examiner*, has been made display advertising manager of the Portland *Oregonian*.

E. A. Buechner Leaves Adco

Edwin A. Buechner has resigned as secretary of The Adco, Inc., New York, advertising display signs.

"Swivel Chair" vs. "Firing Line" Sales Managers

Business Is Still Built Upon Human Relationships

By Judson Dunaway

Vice-President and Sales Manager, The Expello Corp.

THE articles* in recent issues of **PRINTERS' INK** by Messrs. Nichols, Southard, Altrock, Tholen, Haase and others about whether sales managers ought to be able to sell are all very interesting, but fearing that the series may terminate with a score of 0-0, I am prompted to say my piece.

Just as a little background, let me say that I have been actively engaged in sales work for the last twenty years, and there are few phases, indeed, at which I have not tried my hand.

During the war we had a horde of officers at Washington who were called "swivel chair" officers by the men and officers who were in the thick of it. The sales managers who sit at their desks, studying charts, thumbtacking maps, writing "punch" letters, etc., remind me of the "swivel chair" officers. They have the position and the power—for a while at least—to make or break men, but during my twenty years I have never known one who has been able to keep up with his job, hold on, and make good unless he has spent many days, weeks—yes, months—each year on the firing line with his men, and who has not often "shoulder'd his crutch and show'd how fields are won."

Recently, I was told that one of the best treatises on insurance was written by a man who had never called on a prospect or sold a policy. Upon further inquiry, I found that the book has to do with the theory of insurance. That's different.

How perfect, how beautiful are theories of selling and managing

*In the July 23 issue of **PRINTERS' INK** there appeared an article entitled: "Needed: Sales Managers Who Can Actually Sell." It has brought replies from a half dozen sales executives, which have been published in preceding issues.

sales. But when you put them to the test, and Old Mister Practical Application comes along, then you have just got to show your colors or take the familiar back seat.

I have never been able to figure out how it is possible for a sales manager to stick to his chair, and tell the men in the field how they should handle every sales problem. The fellow who can do it, to my way of thinking, is something of a genius. Off goes my hat to him. He owes it to his traveling buddies to write a book and hire a hall, so others may get the secret. No man dislikes traveling more than I do, and yet I "find no spot of all the world my own."

Some Sales Managers Are Afraid to Sell

Coming down to brass tacks, it has often seemed to me that the "swivel chair" fellow does not get out more either because he is afraid of his own selling ability, or because he thinks this thing of taking his bag and going out to sell a bill of goods is beneath his dignity. If he is afraid to sell and face the music, his days are numbered. Sooner or later, he will lose the respect of his staff, which means the leadership of his position.

If his dignity is ruffled a bit, the chances are he needs just that. If I have a program to put into effect, a new market to open, a new man to put on or a new sales agency to establish, I feel that the only way to do the job right is to pack my bag and go to it. And that does not mean sitting in hotel rooms telling the other fellow how to do it, but going in to Mr. Buyer and trying to do it yourself.

When you have a great sales idea, a corking new program, a wonderful scheme, pack your bag, jump the train, and you will soon

Lower Building Costs Increase Home Ownership in Small Towns



This Home Costs 25% to 35% Less When It Is Built in a Small Town

Home ownership is important to you, no matter what you sell—a vital factor in measuring the buying power of any market.

To know that 71.4% of GRIT families own their own homes (U. S. average is 45.6%) is to realize that here is a responsive market of extraordinary buying power. Small town homes cost less, because building costs are lower. Consequently, small

town purchasing power is greater.

GRIT families have more money left over, after the essentials of existence are paid for, than the average big city family. More money to spend for automobiles, washing machines, vacuum cleaners, radios—more money to spend for *your* merchandise. You can get in touch with this great market effectively and at a low cost through GRIT.

Factual proof of the statements made above is contained in "A Merchandising Study of the Small Town Market." Send for a copy



Read Every Week by Over 423,000 Families in 14,000 Small Towns

Member A. B. C.

Williamaport, Pa.

find out how much of the idea is theory. You will quickly separate the chaff from the wheat. And then when you return to the office, you will either drop the idea entirely or you will be able to work out a practical application that will click with your staff.

Principles do not change, but their applications do—and rapidly these days. The law of supply and demand is everlasting, but demands and supplies are constantly changing. The most dangerous thing that can happen to a sales executive is to allow himself to believe that what works today will work tomorrow. You have got to get out to keep up.

Talk about sales managers who travel too much need not give us much concern. The work, properly done, is too hard to be inviting. If a sales manager is handling a far-flung organization, or a considerable staff, it is not in the nature of things for him to be away from his headquarters for long periods of time. But generally, he can get away more frequently than he thinks, and invariably he will come back with a fresher viewpoint, some new ideas, and some closer contacts with both his staff and his customers.

After all, all business is still built upon human relationships.

F. C. Beckwith Heads Hamilton Watch

F. C. Beckwith, formerly first vice-president of the Hamilton Watch Company, Lancaster, Pa., has been elected president of that company, succeeding the late Charles F. Miller. Mr. Beckwith has been with the Hamilton company since 1909.

Calvin M. Kendig, formerly secretary and assistant treasurer of the company, succeeds Mr. Beckwith as first vice-president.

W. E. Dempster with Amos Parrish

W. E. Dempster, formerly advertising manager of the Standard Store Service Company, has joined Amos Parrish & Company, New York, as manager of the newspaper service division.

Joins McCormick-Armstrong

Louis A. Brandenburg, formerly promotion manager of the Tulsa, Okla., *Tribune*, has joined the McCormick-Armstrong Company, of that city.

Decatur, Ill., Newspapers Consolidated

The Decatur, Ill., *Herald* and the Decatur *Review* have been combined under the ownership of Decatur Newspapers, Inc., a new corporation. H. C. Schaub, former president of the *Review*, is president of the new company. Frank M. Lindsay, former president of the *Herald*, is general manager. Each of the two newspapers will be continued as a separate publication, the *Herald* as a morning and the *Review* as an evening paper. The Sunday editions of the two will be combined under the name of the Decatur *Sunday Herald and Review*.

F. W. Schaub is business manager of the new company and B. C. Whittitt is advertising manager. W. F. Hardy is editor of the newspapers.

C. E. Corning Heads Bowen Products Sales

Clarence E. Corning is now sales manager of the Bowen Products Company, Auburn, N. Y., maker of heat regulators and heating devices. He has been with the Bowen company since 1920 and since 1924 has been manager of its New York office.

W. T. Dickey with Chambers Agency

W. Terrell Dickey, formerly art director of the Thomas E. Basham Company, Louisville advertising agency, is now art director of the Louisville office of the Chambers Agency, of New Orleans. He succeeds Lee Wulff.

X. F. Sutton Joins Metropolitan Motion Picture Company

X. F. Sutton has been appointed sales manager of the industrial film division of the Metropolitan Motion Picture Company, Detroit. For the last three years he has been associated with the Wilding Pictures Productions, Inc.

H. B. Dilkes Joins Jahn & Ollier

Howard B. Dilkes, former president of the Pioneer Engraving Company, Chicago, has joined the Jahn & Ollier Engraving Company, of that city, as manager of its color process division.

N. P. Poynter with Washington "Times"

Nelson P. Poynter, formerly with the Cleveland *Press*, has joined the Washington, D. C., *Times* as business manager.

Heads Ken-Wel Sales

E. R. Philipp has been appointed general sales manager of the Ken-Wel Sporting Goods Company, Utica, N. Y. He will make his headquarters at Chicago.



J. G. Byers—dean of electrical recording—announces the perfection of a new and greatly IMPROVED method of hill and dale (vertical cut) recording.

It has no connection with any other system that may be offered by any other company. It will be available only through the laboratory bearing his name.

Do not fail to secure full details. Satisfy yourself that this new and improved product of J. G. Byers' genius excels every other system employed in the manufacture of hill and dale electrical transcriptions.

J. G. Byers standard LATERAL CUT transcriptions, awarded first place by broadcasters everywhere, will continue to be available through this laboratory.

BYERS RECORDING LABORATORY, Inc.

1437 CHRYSLER BUILDING NEW YORK CITY

SCOTT HOWE BOWEN, Inc.

National Sales Representatives

New York Chicago Detroit Boston Omaha San Francisco
Chrysler Bldg. Wrigley Bldg. Fisher Bldg. 185 Devonshire St. 502 Barker Bldg. 865 Mission St.

On-to-Oregon Reports on Inquiries

On-to-Oregon, Inc., operating in the interest of State advertising, with headquarters at Portland, reports for the seven months, December to June inclusive, a total of 17,443 direct inquiries to its advertising. All of these inquiries have been turned over to the Portland Chamber of Commerce, which also received in addition 4,274 inquiries. More than 40,000 pieces of literature, the organization reports, were sent to those answering the advertising and to each the Chamber of Commerce wrote a letter or turned it over to other chamber of commerce organizations in the district concerned. Through this State-wide tie-up it has been possible to make specific answers and write letters of personal information to the inquirers.

Acquires Missouri Paper

J. R. Napton, formerly with the advertising staff of the *Kansas City Star*, has purchased the *Marshall, Mo., Saline County Citizen*.

To Publish Pawhuska Papers

Roland Blanc, for the last five years advertising manager of the *Pawhuska, Okla., Daily Capital and Osage Journal*, has been made publisher and manager.

Everitt Leonard, Art Director, G. Lynn Sumner Agency

Everitt Leonard has been appointed art director of The G. Lynn Sumner Company, New York advertising agency. He was for seven years with the Frank Presbrey Company, where he had been an art director.

W. L. Ettinger, Jr., Joins Motor Distributor

William L. Ettinger, Jr., formerly with the advertising staff of the New York *Herald Tribune*, is now with Kilbourn Motor Sales, Inc., New York, handling DeSoto and Plymouth cars in the capacity of sales manager.

New Account to Snow Agency

The Mason Regulator Company, Boston, maker of pressure regulation equipment for the power and process industries and the plumbing and heating trade, has retained Walter B. Snow & Staff, Inc., as advertising counsel.

Death of W. P. Montague

Walter P. Montague, president of the Montree Publishing Company, Baltimore, publisher of the *Turf and Sport Digest*, was killed in an automobile accident near Kimball, Neb., last week. He was fifty-one years old.

H A Z A R D

Advertising Corporation



The Old Knitter Talks

"Torrigtons Look! Heed! Say, hey, don't a lady in this boatin' business. When you open a box of a Torrigton, you know every single needle will be exactly like all the others!"

"How else after the world? I'll say it! And! You don't find 'them' you're to work don't don't on Torrigtons. Heed! Each needle will all the others. The last Torrigton needle been in assembly in the box."

TORRINGTON CATCH NEEDLES

One of a series of advertisements for our client
THE TORRINGTON COMPANY

TWO NINETY-FIVE MADISON AVENUE, NEW YORK

Grand Rapids Furniture Exposition Expands Program

The Grand Rapids Furniture Exposition Association has inaugurated a development program and has appointed A. P. Johnson as educational and publicity director and P. S. Johnson as direct contact representative for the association. A. P. Johnson is publisher of the "Manual of the Furniture Arts and Crafts" and P. S. Johnson has heretofore been publisher of the *Furniture Blue Book*.

An advertising campaign in furniture business papers has also been planned by the board in charge of the association. Instead of the semi-annual announcements which have been used heretofore, a program of continuous advertising will be adopted to keep the Grand Rapids furniture exposition before the retail trade. The advertisements will begin to appear in October issues of publications and will continue for ten months.

N. E. White Joins Colby Agency

Norman E. White, formerly assistant secretary and publicity director of the Association of Cotton Textile Merchants of New York and the Textile Export Association of the United States, has been appointed vice-president of the Colby Advertising Corporation, New York advertising agency.

Martin Marck with G. Allen Reeder

Martin Marck, formerly engaged in foreign language newspaper advertising work at Boston, has been appointed New England representative of G. Allen Reeder, Inc., New York advertising agency. His headquarters will be at 185 Devonshire Street.

Feed Account to San Antonio Agency

The Seguin Milling & Power Company, Seguin, Tex., has appointed The Gaines-Johnson Agency, San Antonio, to direct its feed manufacturing advertising. Southwestern agricultural publications and newspapers will be used.

Made Sales Manager of Fremont Mfg. Company

C. Ted Baer, former sales manager of The Hettrick Manufacturing Company, Toledo, is now in charge of the sales organization of the Fremont Manufacturing Company, Fremont, Ohio.

Appoints Virgil L. Rankin

Virgil L. Rankin, San Jose, Calif., has been appointed to direct the advertising of the Rite-Way Sales Company, California distributor of the Stewart-Warner washing machine. Newspapers will be used in cities where dealers have been established.

how to use Radio to make money!

told in

RADIO IN ADVERTISING

By Orrin E. Dunlap, Jr.

Introduction by Roy S. Durstine

Foreword by David Sarnoff

This practical manual—by the Radio Editor of the *New York Times*—explains in detail how to sell more goods by radio. The most recent methods of the most successful broadcasters, agencies, radio stations—choosing of programs, writing radio copy, merchandising, measuring results—are given. The sample programs, and factual material in the appendix, are alone worth the price of the book.

"A wealth of information. A complete history of what we know today about commercial broadcasting, and an immense amount of evidence to show sponsors how to get the most out of their radio investment."
—*Boston Transcript*.

"A highly valuable guide for the client, prospective client, and advertising salesman. Stuffed with facts."
—*N. Y. Times*. \$5.00



FREE EXAMINATION

HARPER & BROTHERS,
49 E. 33rd St., New York
Send me a copy of RADIO IN
ADVERTISING—\$5.00.

☐ I will remit \$5 in 10 days or return book. ☐ Check is enclosed. ☐ Send C.O.D.

Name.....

Street.....

City & State.....

Business Connection.....

P19 (Please fill in)

Color Harmony—to Get Greater Retailer Recognition

Martex Color Guide Basis of Towel Merchandising Plan

EVEN the most enthusiastic exponents of color in merchandise often overlook the fact that there are color disharmonies as well as color harmonies. Nothing will kill the color merchandise idea quite so dead as color disharmony—and it is equally true that nothing will give the color idea quite the impetus that it gains when related household fitments are in color harmony.

The Martex Division of Wellington Sears & Company, manufacturers of Martex towels, has watched the development of color in bathrooms with keen interest. This development has meant that women have shown a new interest not only in plumbing fixtures but in accessories that go into the bathroom. Most particularly have they been interested in towels.

Martex has, of course, developed the color angle of towel styling along with various patterns of unusual design. This year the company brought out a new color, coral, which has been one of the most popular towel colors it has ever developed.

However, the company realized that no matter how much styling went into towels it might easily fall down before the barrier of color disharmony. Let enough women with colored bathrooms buy towels which created color clashes and they would inevitably turn away from color in towels and think of towels purely as a convenience item and not at all as a style item.

In addition to this consideration there is the fact that the company has been featuring color in its ad-

vertising. Thus it has a double stake in this matter of color harmony.

Finally, the company was seeking for something that would carry a new appeal to the retailer in

MARTEX TOWEL COLOR GUIDE

How to select the CORRECT TOWELS to match or contrast with your Bathroom Color

KEY COLOR OF BATHROOM FIXTURES OR DECORATION	MATCHED TOWEL COLORS BY SHADES OF CONTRAST	KEY COLOR OF BATHROOM FIXTURES OR DECORATION	MATCHED TOWEL COLORS BY SHADES OF CONTRAST
DARK BLUE	BLUE CORAL YELLOW	IVORY	WHITE CORAL PINK
LIGHT BLUE A	WHITE CORAL YELLOW	TAN	WHITE CORAL CORAL
LIGHT BLUE B	WHITE CORAL YELLOW	LIGHT BROWN	WHITE CORAL CORAL
DARK GREEN	WHITE CORAL CORAL	YELLOW	YELLOW CORAL CORAL
LIGHT GREEN A	WHITE CORAL CORAL	DEEP RED	WHITE
LIGHT GREEN B	WHITE CORAL CORAL	BROWN	WHITE
WHITE	ANY MARTEX TOWEL	PINK	WHITE CORAL CORAL
BLACK	ANY MARTEX TOWEL	LAVENDER	WHITE CORAL CORAL

This Color Guide Has an Easel Back for Counter Display

order to give him more interest in the product by helping him increase the sale.

After thoroughly analyzing conditions the company decided upon the Martex Towel Color Guide as offering the best possible solution to the problems presented by color towels.

The color guide is simple in its essentials. It consists of a table made up of two columns. In the first are shown the sixteen most popular bathroom colors. These were determined upon after consultation with three of the most important producers of plumbing fixtures in the United States. In

*An Announcement of Interest to All
Advertisers in the Fields of Furniture,
Fabrics, Floor and Wall Coverings,
and Interior Decoration in General*

EFFECTIVE with the OCTOBER ISSUE

**INTERIOR
ARCHITECTURE
& DECORATION**

and

**GOOD FURNITURE
& DECORATION**

*merge into one publication under
the combined name of the two*

• • • •

THE consolidated magazine offers a far greater coverage of the leading professional interior decorators, better furniture stores and furniture departments than either publication gave alone. The *twelve-time page rate of \$150* compares with a \$270 rate for the two publications previously. The net result to advertisers is a marked economy in advertising expenditure and increased efficiency per advertising dollar.

*Forms for October
Close September Fifteenth*

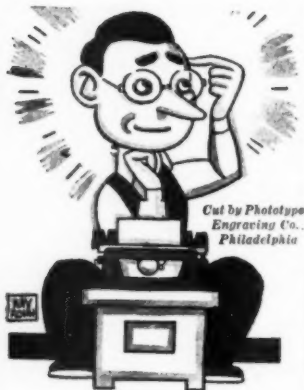
• • • •

INTERIOR ARCHITECTURE & DECORATION

with which is consolidated

GOOD FURNITURE & DECORATION

247 Park Avenue, New York • Tel. PLaza 3-1051



Cut by Phototype
Engraving Co.,
Philadelphia

WILBUR WHAFFLE, Sloganeer

AN AUTOBIOGRAPHY

Edited by **T. Harry Thompson** Illustrated by **Ray Rohn**

THIS simple-minded coot, Wilbur Whaffle, breaks into the ad-racket and drives the boss nuts with lines like: "Trim-fit Bathing Suits—Used in the Best Dives"; "Paragon Nursing Nipples—a Good Bust in the Jaw"; and "Water Witch Boats—Nautical but Nice." He hands you more real grins than you have had since the stock-crash.

Read what reviewers say:

"Funnier than Pilgrim's Progress"

"A grin tale"

"It sure kids the ad-racket"

"Oh, what lousy puns!"

You've spent a dollar more foolishly many a time. Get in before it's suppressed. Mailed in plain wrapper, \$1.

BRENTANO'S

NEW YORK • PHILADELPHIA
CHICAGO

WASHINGTON • PITTSBURGH

the second column are shown the Martex towel colors which will harmonize with each popular bathroom color. For one type of bathroom finish there are at least six harmonizing and contrasting Martex colors. For several there are four. Most have at least three. Only two have only a single Martex color in harmony or contrast.

This guide is printed on a stiff cardboard with an easel back for counter display. The colors are shown as they actually are so that there can be no mistake.

A test made among a few department store executives convinced the company that it is on the right track. Several leading towel buyers expressed high enthusiasm for the idea as being something that the average retailer will be glad to use.

This done, the company decided to feature the guide to the entire trade. One issue of "Martex Merchandising News," a four-page house magazine issued to retailers, was almost entirely devoted to the color guide. In this the following advantages of the guide were listed: Ease of selection for the customer; elimination of any possibility of color disharmony; the opportunity for the store to offer extra service to the customer; an almost automatic plan for making salesgirls color experts; the possibility of plussing the sale by getting customers to buy more towels of several colors than they would buy if they purchased only one color.

In order further to help the retailer the company has created a folder which tells about color harmony and contrast and features the color guide as well as various popular patterns of Martex towels. Several hundred thousand of these have been printed for distribution.

This folder will also be featured in the national advertising so that the company may build distribution for it in order to help retailers. In addition the national advertising is already stressing color harmony indirectly by the use of a miniature color panel in which is shown how coral harmonizes with various bathroom colors.

Basham Agency to Be Liquidated

Thomas E. Basham, president of the Thomas E. Basham Company, Inc., Louisville advertising agency, has filed a deed of assignment for the agency with Hugh B. Fleece, attorney and nominal vice-president of the agency, making Mr. Fleece trustee or assignee. Assets are listed at \$110,000 and liabilities at \$76,000. Mr. Basham stated that the agency had been in financial difficulties for some time.

On June 1, the agency was reorganized, at which time Mr. Basham became sole owner except for six shares in the hands of his attorney and wife for corporate purposes. Mr. Basham decided later that the agency's difficulties were such that it would be better for the interests of its creditors to assign all assets for their benefit instead of continuing with possible further depreciating assets. As a result of the action taken, the agency has ceased business and will now be liquidated.

"O. B. O. C. A." O. K.

FORD-PARSONS-STECHER, INC.
CHICAGO

Editor of PRINTERS' INK:

In your issue of August 20 there appeared an article captioned "O. B. O. C. A." written by P. H. Erbes, Jr.

I think it is one of the most interesting and amusing bits of satire on the advertising business which has come to my attention for many days.

I called this particular article to the attention of each one of the people in the office—everybody has read it with a great deal of interest. Our congratulations to your organization and to Mr. Erbes on this interesting bit of sidelight on one episode of the advertising business.

F. F. PARSONS.

To Represent Los Angeles "Illustrated Daily News"

Thomas L. Emory and Ned Brydone-Jack, affiliated publishers' representatives on the Pacific Coast, have been appointed advertising representatives for the Los Angeles *Illustrated Daily News* in the States of Washington, Oregon and California, except Los Angeles County. Mr. Emory will represent the paper from San Francisco and Mr. Brydone-Jack from Los Angeles.

Reynolds-Fitzgerald, Inc., continue to represent the *Illustrated Daily News* in the East.

"Repeal," New Publication

Repeal is the name of a new monthly magazine, published at New York, devoted to national prohibition reform. The new magazine, the first issue of which is dated September, is published by Repeal, Inc., 49 West 45th Street. Major Maurice Campbell, formerly engaged in the Prohibition Enforcement Service, is editor.

Sales Executive Assistant

AGGRESSIVE, analytical type, thorough, accurate and rapid in handling detail, wanted by electrical specialty manufacturing concern marketing totally new non-competitive product through jobbers and manufacturers. Man chosen will have record of successful original work in sales pioneering, old enough to balance resourcefulness with judgment, young enough to be intensely active in field and office. Compensation will keep pace with performance. Character, health and habits must be sound. Home office 125 miles from New York. Write, only if you meet beyond question, all of these specifications. Address "W," Box 233, Printers' Ink.

DIRECT MAIL CAMPAIGNS

"You sure write human copy, and I know talent when it's stuck before my eyes."—J. D. E.

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Madison
Avenue
New York

Thirteen years with
Printers' Ink.

Frank H. Meeks

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President and secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 6 North Michigan Avenue, Gove Compton, Manager.

Atlanta Office: 87 Walton Street, Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. McKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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Philip H. Erben, Jr.

London: Thomas Russell

NEW YORK, SEPTEMBER 10, 1931

Are "Universal Bargains" a Panacea?

Everyone is entitled to his personal opinion on the best method of bringing back normal times. But almost all of the panaceas seem to have something wrong with them when analyzed. The recent letter issued by the National City Bank on economic conditions, for example, points out that when goods are offered at real bargain prices people buy. In the bank's opinion business will gain more by endeavoring to make goods so cheap that people will want to buy, than by urging them to purchase at present prices. In the words of the bulletin:

If bargains are what people want, the thing to do is to make bargains as universal as possible, so that not only will the retail buyer be attracted, but anyone who has the slightest idea of going ahead with any program of expansion will be

forced to conclude that now is an advantageous time to do it. Eventually, it will be by this reduction of cost that the depression will be overcome, hence the sooner all parties engaged in the productive processes realize this and co-operate fully to this end, the better.

Unless that suggestion is analyzed in the light of what is happening in many parts of the world it sounds like an unanswerable argument. But if the man who wrote it would talk to men in almost any line of business who are dealing with the lunatic fringe in their own industry—men who sell goods at less than the cost of production and thus set a price level unprofitable to whole industries—he might get a different idea.

In the men's clothing business, for example, the man who has to pay his overhead in decent loft buildings for a whole year is up against the competition of the man who operates a cheap place on a short lease, hires desperate labor at less than subsistence levels, and sells at a price that the respectable manufacturer cannot possibly meet.

The National City Bank bulletin seems to infer that it makes no difference whether goods are produced at a profit or not, so long as they are sold cheaply. To encourage such a philosophy at a time like this, and to suggest that a continuous and progressive deflation is ever going to get us out of our present rut, is to attack the bulwark of the capitalistic system, based upon selling goods at a profit to satisfied customers.

It is a curious coincidence that in the same issue with this opinion is a lengthy comment on the Macmillan report, produced in Britain after two and a half years' work by a group of bankers, economists and other important personages. The National City Bank commends this report as "a thorough and enlightening treatment of the whole subject" of banking, finance and credit.

One of the main recommendations of that report is that if prices could be raised by swelling the volume of credit at home and organizing the distribution of loan capital abroad, our industrial world would

be better off. It suggests that it makes little difference upon what price level we are operating so long as it is a profitable level, and one in which prices do not change too rapidly—that it is rapid change in the price level rather than the price level itself which causes our trouble. The Macmillan report proposes a method by which prices would be raised by increasing credit facilities and perhaps in some cases revising certain methods by which credit money is created. This report is an informative, unprejudiced document produced by the hard labor of twelve well informed men. These men, facing an economic crisis in their own country, state that the advice of some people to liquidate wages to conform to low commodity prices and still further to deflate all prices and services, must mean intolerable social and international tension. The report gives seven good reasons why such a policy will fail. It points out also that depressions are not overcome by continued reductions in costs, wages and commodity prices.

It is rather obvious that either the panacea suggested by the National City Bank is wrong, or that the Macmillan report, so highly praised in the same issue, should not have been commended but rather condemned.

Make the Advertising Under- standable

All of us did not go to college and all of the college graduates did not matriculate in schools of science and engineering. To some of us there is given a greater endowment of mentality than to others. Some have the faculty of absorbing the meaning of a mechanical drawing while others can grasp it just about as readily as most men are able to comprehend what Einstein is driving at. There are those who assume technical knowledge that is not theirs—and plenty of others who take it for granted that the engine should turn over when they step on the starter, without knowing or caring why.

The human market could be fur-

ther sub-divided as to technical, scientific and mechanical susceptibilities, but that is unnecessary. What is necessary from the advertiser's standpoint is the knowledge that the laity is none too smart when it comes to technology. But that fact has apparently been neglected by some advertisers who are directly dependent on the good-will and understanding knowledge of laymen for their sales.

No names are going to be given. But we urge upon manufacturers of technical products that are sold to members of the general public that they study their advertising now appearing with the utmost care. Can it be said of this advertising that it tells what the product will do in a way that the hoped-for buyers will grasp without difficulty? Are there descriptive terms used that are so much Sanskrit to the man on the street? If the advertising will not stand the test of these questions, it is in need of immediate revision.

Diversifica- tion and Small Town Industries

At the recent National Artware Show in New York City there were several exhibitors whose presence indicated two interesting trends in industry, trends which perhaps will have a more profound influence on the next era of prosperity than is now immediately apparent.

Two of the exhibitors were large brass companies, companies that several years ago carried on their business through strictly industrial channels. At the show, however, they were presenting lines of gift merchandise, book-ends, ornamental bowls, bridge accessories, etc. A decade or so ago such merchandise would have seemed unimportant to these companies but recently they have learned the lesson of diversification and the possibilities inherent in opening new markets.

The gift market, among others, has had a remarkable growth since 1920 and is still capable of further extension. That large manufacturers are turning to this market as an outlet for diversified produc-

tion shows their keen appreciation of the truth of the old adage about the eggs in the basket.

Another interesting business development was indicated by the presence of several country-industries companies. Any automobilist who has made touring a habit during the last five years cannot help having been struck by the growth of small-town industries.

Particularly in New England small factories that were formerly engaged in textiles are now manufacturing kitchenware, toys, pottery, etc. It is their answer to the problem created by the troubles that the textile industry has gone through. One of the exhibitors at the National Artware Show was a Southern manufacturer who for a number of years has supplied material for one of the largest automobile body manufacturers. This year he is making also a line of toys and novelties. Thus he is combining small-town industry with diversification.

In the September PRINTERS' INK MONTHLY, Billy B. Van, president, Pine Tree Products Company, tells how the town of Newport, N. H., is working on a plan of attracting quality manufacturers to a small New England town where prices are low and living conditions excellent. With the growth of country industries other towns in all parts of the country will realize the possibilities which lie in the current trend toward smaller plants in smaller towns.

Patent Profits

Every little improvement has a patent all its own.

Every new product must be protected to the limit with patents.

Patents are necessary and valuable. But there are manufacturers who make a fetish of them, who believe that the mere ownership of a patent for a salable item is a guarantee of success. They stake everything on these patents. They devote more time and energy to protecting their patents than they do to selling the product.

There will always be patent infringers. It is important that they be prosecuted. But infringement

chasing should not be a major activity in any business.

There are those who spend years in trying to protect their patent rights. And while they are thus engaged their markets are being stolen, their products going out of style.

Some companies have made large sums by winning important patent suits; but many more have lost not only money through litigation, but business through neglect of more important problems.

This year particularly there seem to be an unusual number of patent cases in the courts. Some companies, with dwindling profits, are apparently trying to obtain a little extra income in this way.

But those companies that are making the most money these days aren't the ones that are chasing patent profits—they are doing it by selling more goods and keeping their costs down.

J. E. Davis Joins Louisville Agency

John Erle Davis, recently with the Whitney Graham Company, Buffalo, N. Y., as director of the utility advertising division, has joined the Stark Advertising Agency, Louisville, as vice-president. He was formerly, for six years, director of advertising and publicity and in charge of public relations of the Kentucky Utilities Company.

F. P. Buckley Again with Bridgeport "Times-Star"

Francis P. Buckley, recently with Bertolet, Hanson & Lemon, publishers' representatives, New York, has returned to the Bridgeport, Conn., *Times-Star*, as national advertising manager. He was formerly national advertising manager of that paper.

O. R. Hardwell Has Own Agency

O. R. Hardwell, formerly of Hardwell & Lewis, advertising agency, has started an advertising business at New York under the name of the O. R. Hardwell Company with offices at 501 Fifth Avenue. The partnership of Hardwell & Lewis has been dissolved.

S. A. Dennis Leaves Gage

Stanley A. Dennis, for nearly eight years editorial director of the Gage Publishing Company, New York, and recently elected vice-president and treasurer of that company, has resigned and disposed of his interest in the Gage company. He has taken an office at 420 Lexington Avenue, New York.

SOME COMPANIES AND PRODUCTS WE HELP TO ADVERTISE

ACETOL PRODUCTS, INC.
Cel-O-Glass

**INTERNATIONAL PRINTING
INK CORPORATION**

MANNING, BOWMAN & CO.
Electrical and Household
Appliances

THE PACKER MFG. CO., INC.
Packer's Tar Soap
Packer's Liquid Shampoos
Packer's Charm
Packer's Scalptone

PARKE, DAVIS & CO.
Pharmaceutical and
Biological Products

PROCTER & GAMBLE
Crisco
Chipso Flakes
Chipso Granules
Ivory Soap Flakes
Ivory Snow
Ivory Soap
Lava Soap
P & G—The White
Naphtha Soap
Puritan Oil

**LEHIGH PORTLAND
CEMENT COMPANY**

VACUUM OIL COMPANY

Gargoyle Lubricating
Oils for Plant Machinery
Gargoyle Marine Oils
Gargoyle Mobiloil
Gargoyle Mobiloil Aero Oils
Gargoyle Mobiloil
Marine
Gargoyle Mobilgreases

**NATIONAL SHAWMUT
BANK OF BOSTON**

**UNITED STATES RUBBER
COMPANY**

Gaytees—The Tailored
Overshoes

Keds

"U.S." Bathing Caps
and Shoes

"U.S." Blue Ribbon
Heavy Footwear

"U.S." Flooring

"U.S." Golf Balls

"U.S." Raynster Raincoats

"U.S." Soles and Heels

"U.S." Water Animals, etc.

NEW YORK EVENING POST

THE NATIONAL CITY CO.
Investment Securities

THE BLACKMAN CO.

ADVERTISING

122 EAST 42ND STREET, NEW YORK

MAGAZINE • NEWSPAPER • OUTDOOR • STREET CAR • RADIO

Advertising Club News

St. Louis Club Organizing New Committees

New chairmen have been appointed by the St. Louis Advertising Club to organize its various committees. These appointments include: Program, A. J. Rose, chairman, and W. Earl Aumann, vice-chairman; publication, Hale Nelson; membership, J. Leslie Mahl; finance, Gus V. Kenton, chairman, and W. Harvard Perkins, vice-chairman; attendance promotion, Louis A. Zimmerman; educational, Felix W. Coste; public affairs, J. Carr Gamble; publicity, Vincent A. McGrath, chairman, and Tom Parry, vice-chairman; constitution and by-laws, George Leonard Schultz, and

Employment, F. C. H. Stevens; advertising awards and exhibits, Kenneth R. McGrath, chairman, and Joseph A. Maxwell, Fred E. Winsor, and W. M. Sherill.

* * *

Chicago Women Play Fourth Annual Golf Match

The fourth annual golf tournament of the Women's Advertising Club of Chicago was held at the Cherry Hill golf club recently. Helen Holloway won the Marguerite Heinrichs trophy with a low net score of 84. Lucille Fisk won second low net with a score of 85.

Laura Johnson won the prize for low putts, while Janet Olson took the award for greatest number of pars. The prize for three blind holes went to Ruth Procter. Peggy Chase won the blind bogey prize. Consolation prizes were as follows: Sadie Grogan for high gross and greatest number of buzzards; Marie Nyhan for high putts; and Miss Craig for the shortest drive.

Josephine Kosina won the guest prize for low net. The guest prize for low putts went to Marge Wagner.

* * *

Cincinnati Club Has Permanent Club Room

The Advertisers' Club of Cincinnati has secured Room 156, Hotel Gibson, as its permanent club room, where out-of-town visitors will be welcome at any time, according to R. M. Fleming, president. Weekly luncheon meetings of the club will continue to be held at the Hotel Gibson on Wednesdays throughout the coming fiscal year.

* * *

Heads Poor Richard Institute

William F. Wallace, of the Charles Paist Company, Philadelphia, has been placed in charge of the Poor Richard Club's Advertising Institute and as such will be associated with Norbert Considine, vice-president of the club and chairman of its program committee. The Institute plans a series of noon-day meetings for the next nine months, devoted strictly to advertising and merchandising problems in all fields.

Dayton Club to Hold Advertising Exhibition

The Dayton Advertising Club is sponsoring an Advertising Achievement Week in October in conjunction with which it will hold an advertising exhibition on October 13, 14 and 15. The two main purposes behind the enterprise will be to present to Dayton business men this exhibit, consisting of 124 displays of advertising which have been successfully used or produced by Dayton merchants, manufacturers and advertising concerns, and competent speakers who will present at noonday meetings definite facts regarding Dayton advertising.

Feeling that Dayton business men have only a small comprehension of the important part advertising is playing in the development of the city's businesses and industries, the Dayton club is planning this week to bring to their attention what is going on about them in an advertising way. Noon-day clubs of Dayton have been asked to co-operate in this program, which will also include one evening meeting of the advertising club. At this meeting prizes will be presented for the best exhibits in fifteen classifications.

* * *

Cleveland Club to Celebrate Thirtieth Anniversary

Plans for a three-day celebration of the thirtieth anniversary of the Cleveland Advertising Club are being made for October 5, 6 and 7. Newton D. Baker, former Secretary of War, will be a speaker at the luncheon on October 7. During the three days, various divisions of the club will sponsor luncheons and meetings. Of those who signed their names on the original charter of the club, A. H. Madigan and Will S. Gilbert will serve as honorary co-chairmen for this anniversary.

* * *

Made Director, Portland Club

John Hutson, of the General Lithograph and Engraving Company, has been elected a director of the Advertising Club of Portland, Oreg. He succeeds Joseph Sill, Jr., of the Pacific Railways Advertising Company, who has been transferred to Seattle as Northwest manager of the art and service department of that company.

* * *

Roland Schmedel, Secretary, Indianapolis Club

Roland Schmedel, assistant to Warren Fairbanks, publisher of the Indianapolis News, has been elected secretary of the Indianapolis Advertising Club. He succeeds Lester Nagley, secretary of the club for several years. Mr. Nagley has resigned on account of illness.

ANNOUNCING



LOUIS A. LEPI'S, Inc.

Fine Typography and Advertising Printing

228 EAST 45th STREET, NEW YORK

VANDERBILT 3-8874

Following the retirement of Mr. F. W. Schmidt from the firm of Schmidt & Lepis, his interest has been acquired by Mr. Louis A. Lepis. The firm name has been changed to Louis A. Lepis, Inc. For over seven years this business has prospered on the principles of fine craftsmanship and dependable service. Louis A. Lepis, Inc. continues the same policy with the same organization and personnel.

FAMOUS SECOND MEN

Making Dead Ones Out of Big Ones

King Saul was addressing his chieftains. "That big boy Goliath has been challenging us for some time now. We'll have to take him on before the Commission vacates our title."

"Yes, we'll have to take him on," they all agreed. "But who'll do it?"

"I will," came a shrill little voice from the rear, as second man David, stepped up front. "Just let me get within a stone's throw of him, and those Philistines will be looking for a new champ."

And that's exactly what happened. The second man girded up his loins, picked his own weapons and scored a quick K O over Goliath.

* * *

Modern business is challenged by a host of Goliaths—Goliaths of waste, inefficiency, antiquated systems. They're defying our big chiefs of business to come out and lick them. But the big chiefs merely gather in solemn conclave and decide that "something must be done."

It's the Second Man who does it. And he picks his own weapons—whether they're new filing systems, new machines or appliances. If you're selling these weapons, he's your prospect. And you can reach him through his own magazine, **SYSTEM**. Every advertisement in **SYSTEM** talks directly to the second man in American business—your real buyers.



System

Tenth Ave. at 36th St., New York

A MCGRAW-HILL PUBLICATION

Sept.

SEE

VOL

Town

The Sp

House

Motor

Fortune

Country

Nation

Arts &

Cosmop

The Ar

Vanity

Polo

House

Better

Americ

The Sp

Popular

Home &

Forbes

Redbook

Normal

Field &

Motion

System

Americ

Harper

Extensi

The Cl

Physical

Boys' L

Christi

Nation

Movie

Americ

True L

Popular

Country

Atlantic

World's

Americ

Outdoor

Nationa

plane

Screen

Elks M

Hunting

Forum

Sunset

Psychol

Review

True C

Picture

Radio

Screen

SEPTEMBER MAGAZINES

VOLUME OF ADVERTISING IN
MONTHLY MAGAZINES(Exclusive of publishers' own
advertising)

	Pages	Lines
Town & Country (2 issues)	72	48,362
The Spur (2 issues).....	68	45,844
House & Garden	67	42,197
Motor Boating	90	39,042
Fortune	61	38,552
Country Life	56	37,307
Nation's Business	72	30,733
Arts & Decoration	42	28,224
Cosmopolitan	65	27,942
The American Magazine ..	65	27,729
Vanity Fair	43	27,285
Polo	35	23,184
House Beautiful	33	21,074
Better Homes & Gardens..	40	18,012
American Home	28	17,932
The Sportsman	28	17,740
Popular Mechanics	78	17,472
Home & Field	26	16,139
Forbes (2 Aug. issues)....	36	15,706
Redbook	36	15,298
Normal Instructor	22	14,786
Field & Stream	32	13,660
Motion Picture	31	13,316
System	30	13,056
American Golfer	20	12,725
Harpers Magazine	54	12,124
Extension Magazine	18	12,057
The Chicagooan (August)..	18	12,038
Physical Culture	27	11,759
Boys' Life	17	11,390
Christian Herald	16	10,662
National Sportsman	25	10,532
Movie Classic	24	10,504
American Boy	15	10,370
True Detective Mysteries..	23	9,880
Popular Science Monthly..	22	9,434
Country Club Magazine...	15	9,420
Atlantic Monthly	42	9,308
World's Work	21	9,017
American Legion Monthly..	21	9,002
Outdoor Life & Recreation.	20	8,722
National Glider and Air- plane News	20	8,651
Screenland	19	8,332
Elks Magazine	18	8,244
Hunting & Fishing	18	7,678
Forum	17	7,358
Sunset	17	7,201
Psychology	17	7,131
Review of Reviews	16	6,825
True Confessions	16	6,731
Picture Play	15	6,292
Radio News	14	6,132
Screen Book	14	5,965

PLEASE do not fail to note the lineage of POLO, the magazine devoted to the horseman and all his interests—hunting, horse shows, racing, as well as the galloping game.

POLO, you may recall, was purchased last January by a syndicate of Americans devoted to the horse (including some of the best known sportsmen and soundest business minds in the land).

Since then, POLO has shown an *increase* in advertising revenue over 1930 figures in *every one of its issues*.

In September, for instance, POLO showed an *increase* of 30% over the total for 1930.

In Aug., an *increase* of 76%;
In July, an *increase* of 41%;
In June, an *increase* of 116%.

Why does POLO show an *increase* month after month in the face of present conditions, when nearly every other magazine shows loss after loss?

Why? POLO goes to the richest market in the world. POLO goes to the polo players of America, the landowners of Argentina, the gentry of England, the nobility of Europe, the maharajas of India.

POLO, in brief, goes to those who still have money, always will have money, and always will spend money.

The magazine is distinctive in format as in content.

Send for a copy and rates

Polo

Hunting • Horse Shows • Racing
180 MADISON AVENUE
NEW YORK

*Know
who reads
your advertising!*



"I have been a steady and consistent reader of the REVIEW OF REVIEWS for a number of years. It is a magazine of broad vision and sound views for the thoughtful American."

—FREDERICK H. RAWSON
Chairman, First National
Bank, Chicago.

Send for an "Every Subscriber" Analysis in Atlanta, Georgia, and Youngstown, Ohio. Advertisers and advertising agents tell us that these circulation studies supply exactly the information they need in order to place advertising intelligently.

REVIEW OF REVIEWS

For forty years—Pre-eminent
in moulding Public Opinion
and interpreting Public Affairs

55 Fifth Ave., New York City

	Pages	Lines
Magazine of Wall Street (2 Aug. issues)	13	5,434
Scientific American	12	5,285
Open Road for Boys	12	5,183
Screen Romances	12	5,148
True Experiences	12	5,097
Dream World	12	5,075
Film Fun	12	5,045
Scribner's	21	4,719
Young Men	10	4,401
American Forests	9	3,780
American Mercury	16	3,670
Golden Book	16	3,561
National Republic	8	3,512
Street & Smith's Big Seven Group	14	3,192
Newsstand Group	14	3,141
Asia	7	3,024
Munsey Combination	13	2,940
Model Airplane News and Junior Mechanics	7	2,812
St. Nicholas	6	2,592
Current History	11	2,363
Nature Magazine	5	2,212
Blue Book	5	2,209
Rotarian	5	2,100
Bookman	5	1,120
Street & Smith Combination	5	1,120
†Formerly Motion Picture Classic.		

WOMEN'S MAGAZINES

Vogue (2 issues)	149	93,941
Harper's Bazaar	101	67,903
Ladies' Home Journal	94	63,620
Good Housekeeping	124	53,269
Woman's Home Companion	71	48,026
McCall's	57	38,636
Delineator	48	32,913
True Story	66	28,123
Pictorial Review	40	26,920
Photoplay	40	17,265
The Parents' Magazine	33	14,174
Holland's	16	12,258
True Romances	26	11,317
Household Magazine	16	10,817
Farmer's Wife	15	9,897
Woman's World	15	9,896
Tower Magazines	23	9,742
Child Life	17	7,200
American Girl	14	5,963
*Junior Home Magazine	14	5,857
Needlecraft	6	4,411
Messenger of Sacred Heart	15	3,451
John Martin's Book	2	961

*Smaller page size.

CANADIAN MAGAZINES (August Issues)

	Pages	Lines
MacLean's (2 issues)	42	29,612
Can. Homes & Gardens	46	28,863

A Ringside Seat for Your Advertising

Advertising always has a ringside seat in the arena of Wall Street whenever it appears in THE BARRON GROUP publications.

THE BARRON GROUP—*The Wall Street Journal*; *Boston News Bureau*; and *Barron's, The National Financial Weekly* have a circulation among people to whom the daily news and trends in Wall Street are of vital importance—for dollars and cents reasons. In fact, some of these readers have copies sent regularly to several different addresses, so that they will never be out-of-touch with financial news.

Advertising appearing beside these news columns cannot fail to reach this important group of people of wealth and buying power. Here is a "preferred" advertising circulation of national scope which reaches, without waste, the greatest number of people who have the most to spend as individuals on fine homes, golf, automobiles, travel, and other luxuries and necessities.

Here is a ringside seat for your advertising in the arena of Wall Street—where money has a big punch and the "big punch" takes the "big money."

A special rebate covering all three papers of
THE BARRON GROUP

This special rebate will be quoted to advertisers or advertising agencies upon application.

Address either: E. B. Ross, Advertising Department of *The Wall Street Journal*, 44 Broad Street, New York City, or Guy Bancroft, Advertising Manager of *Boston News Bureau*, 30 Kilby Street, Boston, Massachusetts

The BARRON GROUP

The Wall Street Journal
Boston News Bureau

Barron's, The National Financial Weekly

	Pages	Lines
Canadian Home Journal...	36	25,549
Mayfair	40	25,503
Western Home Monthly...	23	16,412
The Chatelaine	22	15,638
Rod & Gun in Canada.....	17	7,082

AUGUST WEEKLIES

August 1-7	Pages	Lines
Saturday Evening Post..	39	26,381
Collier's	21	14,096
American Weekly	7	12,637
Time	26	11,128
New Yorker	17	7,374
Business Week	14	5,977
Literary Digest	12	5,444
Liberty	9	3,987
Judge	6	2,785
The Nation	6	2,500
Life	6	2,494
Churchman	4	1,494
Outlook	1	650
New Republic	1	507

August 8-14	Pages	Lines
Saturday Evening Post..	46	31,526
American Weekly	8	15,861
Time	33	14,115
Collier's	20	13,376
New Yorker	27	11,620
Business Week	18	7,586
Literary Digest	14	6,358
Liberty	11	4,783
Life	6	2,565
Judge	5	2,208
The Nation	5	2,000
New Republic	4	1,653
Churchman	3	1,134
Outlook	1	254

August 15-21	Pages	Lines
Saturday Evening Post..	64	43,820
Collier's	24	16,034
American Weekly	7	13,493
Time	31	13,140
New Yorker	23	10,020
Literary Digest	17	7,791
Business Week	16	6,784
Liberty	10	4,147
Life	7	2,988
Judge	6	2,615
The Nation	4	1,650
Churchman	2	1,049
Outlook	2	706
New Republic	2	674

August 22-28	Pages	Lines
Saturday Evening Post..	54	36,811
Collier's	24	16,341
American Weekly	5	10,384
New Yorker	24	10,313
Time	20	8,764
Business Week	19	8,122
Liberty	10	4,443
Literary Digest	9	4,328

	Pages	Lines
Life	6	2,526
Judge	5	2,220
Outlook	4	1,676
The Nation	3	1,300
Churchman	2	902
New Republic	1	509

August 29-31	Pages	Lines
Saturday Evening Post..	41	28,153
American Weekly	6	11,877
Collier's	17	11,225
New Yorker	23	9,665
Time	19	8,183
Literary Digest	12	5,298
Liberty	8	3,281
Judge	6	2,545
Churchman	2	904

Totals for August	Pages	Lines
Saturday Evening Post..	244	166,691
Collier's	106	71,072
American Weekly	33	64,252
Time	129	55,330
New Yorker	114	48,992
Literary Digest	64	29,219
Business Week	67	28,469
Liberty	48	20,641
Judge	28	12,373
Life	25	10,573
The Nation	18	7,450
Churchman	13	5,483
New Republic	8	3,343
Outlook	8	3,286

RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS

1. Vogue (2 issues).....	149	93,941
2. Harper's Bazaar	101	67,903
3. Ladies' Home Journal..	94	63,620
4. Good Housekeeping	124	53,269
5. Town & Country (2 is.)	72	48,362
6. Woman's Home Comp..	71	48,026
7. The Spur (2 issues)...	68	45,844
8. House & Garden.....	67	42,197
9. Motor Boating	90	39,042
10. McCall's	57	38,636
11. Fortune	61	38,552
12. Country Life	56	37,307
13. Delineator	48	32,913
14. Nation's Business	72	30,733
15. MacLean's (2 Aug. is.)	42	29,612
16. Can. Ho. & Gar. (Aug.)	46	28,863
17. Arts & Decoration....	42	28,224
18. True Story	66	28,123
19. Cosmopolitan	65	27,942
20. The American Magazine	65	27,729
21. Vanity Fair	43	27,285
22. Pictorial Review	40	26,920
23. Can. Ho. Jour. (Aug.)	36	25,549
24. Mayfair (Aug.)	40	25,503
25. Polo	35	23,184

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Lines
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28,123
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27,729
27,285
26,920
25,549
25,503
23,184

ANNOUNCEMENT TO * * * ADVERTISERS AND AGENCIES

The "MONTHLY" goes NATIONAL

The Western Home Monthly, for over 31 years the leading magazine in Western Canada, now enters the fully national field and offers to national advertisers the most complete and economical coast-to-coast coverage to be obtained in any single magazine in the Dominion.

On magazine lists for 1932 campaigns, the increasing circulation and exceptionally low rate of the "Monthly" will indicate its selection as first choice in the Canadian field.

GUARANTEED CIRCULATION

OCT. 1, 1931

115,000

\$1.00 per line

(Sept. print order 130,000)

APRIL 1, 1932

145,000

\$1.25 per line

OCT. 1, 1932

180,000

\$1.50 per line

● Advertising not protected by contract will take the rates applicable to the periods in which space is used.

The additional, or bonus, circulation which advertisers will receive continuously during 1932, will bring the average basic rate far below the standard for first class magazine circulation.

● Contracts covering bona-fide schedules, received before October 1, 1931, will be accepted at

\$1.00 per line

for one full year, from October 1, 1931.

Outstanding Value in Magazine Circulation.

The Best Buy in the Dominion for 1932.

This great Canadian home publication holds a keen, every-issue reader interest which is attested to by the resultful pulling power of advertising appearing in its pages.

Consult your Advertising Agency at once, or write the publishers direct.

THE WESTERN HOME MONTHLY

Published at Winnipeg

EASTERN OFFICE: 415 Toronto Harbor Commission Bldg., Toronto, Ontario

"CANADA'S GREATEST MAGAZINE"

FOUR-YEAR RECORD OF SEPTEMBER ADVERTISING

	1931	1930	1929	1928	Total
	Lines	Lines	Lines	Lines	Lines
House & Garden	42,197	69,165	106,046	99,184	316,592
Town & Country (2 issues)	48,362	78,259	95,245	80,619	302,485
Country Life	37,307	66,192	80,304	65,432	249,235
Arts & Decoration	28,224	56,532	70,056	57,750	212,562
Nation's Business	30,733	51,572	55,060	44,501	181,866
House Beautiful	21,074	36,167	64,136	51,622	172,999
Vanity Fair	27,285	33,146	56,271	51,455	168,157
MacLean's (2 Aug. issues)	29,612	40,035	43,128	39,669	152,444
American Home	17,932	31,716	58,297	24,351	132,296
Cosmopolitan	27,942	34,024	36,669	33,409	132,044
The American Magazine	27,729	31,262	35,438	34,484	128,913
Popular Mechanics	17,472	24,640	32,032	31,640	105,784
Forbes (2 Aug. issues)	*15,706	*20,110	36,405	32,596	104,817
Better Homes & Gardens	18,012	19,771	24,453	23,808	86,044
Redbook	15,298	18,584	23,151	25,756	82,789
Popular Science Monthly	9,434	19,013	25,498	23,876	77,821
Field & Stream	13,660	18,623	21,529	22,541	76,353
Review of Reviews	†6,825	†18,048	†30,040	17,752	72,665
World's Work	†9,017	†15,873	†27,599	19,847	72,336
Harpers Magazine	12,124	16,520	20,048	21,784	70,476
Motion Picture	13,316	17,333	19,019	16,506	66,174
American Boy	10,370	18,360	20,272	17,145	66,147
Physical Culture	11,759	13,927	18,398	20,711	64,795
Christian Herald	10,662	†12,987	†20,751	†14,502	58,902
Atlantic Monthly	9,308	12,353	16,907	18,280	56,848
True Detective Mysteries	9,880	14,423	12,803	16,304	53,410
Boys' Life	11,390	12,000	13,372	13,421	50,181
National Sportsman	10,532	11,457	13,265	13,537	48,791
Outdoor Life & Recreation	8,722	11,131	12,953	14,044	46,850
Forum	†7,358	†11,956	†18,500	7,355	45,169
Scribner's	4,719	8,110	12,659	13,361	38,849
Screenland	8,332	9,455	6,435	8,294	32,516
Sunset	7,201	6,853	8,178	9,463	31,695
Extension Magazine	12,057	5,081	7,095	6,582	30,615
Scientific American	*5,285	6,982	7,938	9,142	29,347
American Mercury	3,670	6,217	8,212	8,366	26,465
Munsey Combination	2,940	3,808	4,256	2,814	13,818
St. Nicholas	2,592	2,428	751	1,930	7,701

Totals 606,038 884,113 1,163,169 1,013,633 3,666,953

*Smaller Page Size. †Larger Page Size. ‡Five August Issues. §Four August Issues.

WOMEN'S MAGAZINES

	1931	1930	1929	1928	Total
Vogue (2 issues)	93,941	†138,566	163,339	†195,869	591,715
Ladies' Home Journal	63,620	94,011	96,433	92,694	346,758
Harper's Bazaar	67,903	85,455	92,089	78,241	323,688
Good Housekeeping	53,269	63,100	78,832	75,409	270,610
Woman's Home Companion	48,026	60,539	54,406	49,684	212,655
McCall's	38,636	50,930	43,812	49,991	183,369
Pictorial Review	26,920	37,618	41,962	38,627	145,127
Delineator	32,913	38,951	33,408	35,411	140,683
True Story	28,123	29,510	26,585	24,788	109,006
Photoplay	17,265	22,275	21,075	18,677	79,292
True Romances	11,317	15,309	13,946	15,582	56,154
The Parents' Magazine	14,174	14,048	13,886	12,457	54,565
Woman's World	9,896	12,590	13,104	14,525	50,115
Household Magazine	*10,817	*14,212	11,912	11,260	48,201
Needlecraft	4,411	7,592	8,301	10,854	31,158
American Girl	5,963	6,842	7,468	7,177	27,450

Totals 527,194 691,548 720,558 731,246 2,670,546

†Three Issues. *Smaller Page Size.

WEEKLIES (5 August Issues)

	1931	1930	1929	1928	Total
Saturday Evening Post	166,691	237,035	270,260	†222,470	896,456
Collier's	71,072	66,972	77,853	†73,561	253,458
New Yorker	48,992	64,442	75,997	†59,248	248,679
American Weekly	64,252	56,738	†45,424	†44,384	210,798
Time	55,330	†56,580	†58,417	†28,857	199,184
Literary Digest	29,219	38,205	60,663	†54,684	182,771
Liberty	*20,641	*33,159	*35,608	†62,650	152,058
Life	†10,573	13,239	23,916	19,782	67,510
Outlook	‡3,286	‡3,832	‡4,502	12,216	23,836

Totals 470,056 570,202 652,640 541,852 2,234,750

*Smaller Page Size. ‡Four Issues.

Grand Totals 1,603,288 2,145,863 2,536,367 2,286,731 8,572,249

Total
Lines
\$16,592
\$02,485
\$49,235
\$12,562
\$81,866
\$72,999
\$68,157
\$52,444
\$32,296
\$32,044
\$28,913
\$05,784
\$04,817
\$86,044
\$82,789
\$77,821
\$76,353
\$72,665
\$72,336
\$70,476
\$66,174
\$66,147
\$64,795
\$68,902
\$66,848
\$63,410
\$60,183
\$58,791
\$68,850
\$5,169
\$8,849
\$2,516
\$1,695
\$0,615
\$9,347
\$6,465
\$3,818
\$7,701
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issues.

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2,201
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4,450
1,546

456
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798
184
771
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510
836

750

249

ACCEPTANCE for HOME & FIELD!

For the ninth successive issue this year Home & Field shows an increase in advertising volume above the corresponding month in 1930

Sept. 1931 is 69% over Sept. 1930

—an increase in lineage for 9 months of 1931 of 44,377 lines.

Home & Field is steadily growing in acceptance by advertisers and advertising agents—the inevitable outcome of the splendid work we are doing to attract live prospects for products related to building, remodelling, decorating, furnishing, landscaping and gardening.

**WATCH HOME & FIELD
watch it grow — watch it develop**

HOME & FIELD

572 MADISON AVENUE, NEW YORK CITY

The Little Schoolmaster's Classroom

IN July, the Kroger grocery chain put into effect a new plan of building local advertisements that eliminates the monstrosities that frequently result when local managers try their hands at layouts. The plan, with adaptations, may prove useful to manufacturers who are trying to improve the advertising of their branch offices or even of their distributors.

The plan is known as the unit system of advertising. It gets this name from the fact that each advertisement is made up of a group of spaces of various size which are all multiples of a basic unit which measures two column inches. Each unit features one or several items of merchandise.

As a layout to guide them in grouping these standardized units, Kroger branch advertising managers are furnished with skeleton layouts of many shapes and sizes. A skeleton of the size that fits the space to be used is selected. Then a list is made of the items to be featured, together with the relative prominence each is to get. After this, all that is necessary is to select the prepared units featuring the selected items and fit them into the proper spaces.

Thus, assume that ham is to head the advertisement. From the files, a ham unit is taken that fits the largest space on the skeleton layout. Perhaps Easter Eggs are next—the proper unit, in the proper size to fit the skeleton, is picked and inserted in the proper space. This procedure is followed until all the spaces on the skeleton layout have been filled and the result is a completed advertisement.

* * *

As the Schoolmaster paused the other morning in front of the cigar store around the corner from his home to pick up his daily paper, he was suddenly startled as his eyes fell casually on a display in the cigar store window. His eyes, accustomed to running hastily over that familiar slogan, "I'd walk a

mile for a Camel," paused at the second word—for instead of the expected "walk" there was now a new word—"jump." "I'd jump a mile for a Camel" was the way the rejuvenated slogan read and beside



it was illustrated an aviator jumping down from the clouds in a parachute.

As the Schoolmaster continued his walk to the station his thoughts were naturally on the subject of slogans. Slogans, as a rule, remain fairly static—necessarily since it takes a constant repetition of a group of words to make a slogan well known. However, after a slogan has become firmly established, doesn't it lose some of its effectiveness by being taken too much for granted? Perhaps a little variation, such as that made in the Camel slogan which caught the Schoolmaster's eye, is just the thing to create a new freshness. If women are so important in the buying scheme, why couldn't Packard digress for a moment to suggest: "Ask the woman who owns one"—but here, perhaps, the Schoolmaster is letting his fancy get the best of him and without saying anything

**BUILD YOUR
LETTERS ON A
FIRM FOUNDATION**



Genuine Engraved Letterheads

No precaution is overlooked in assuring a solid foundation for a modern building.

The letterhead is the *foundation* of any business communication. It deserves similar care in planning. Genuine Engraved Letterheads will give your letters the impressiveness that wins a reading—and a response.

For a fraction of a cent more, you can enjoy the prestige of the *genuine*. This investment in quality letterheads will pay you surprising dividends in results!



Look for this Mark of Engraving whenever you order Letterheads, Business Cards, Greeting Cards or Announcements; it identifies the genuine.

INSPIRE RESPECT



**WHO WILL WIN THIS
FINE TROPHY for the
most impressive Genuine
Engraved Letterhead?**



This \$100.00 Parker DeLuxe Desk Set is **FIRST PRIZE** and one of three trophies to be awarded for the most attractive Genuine Engraved Letterheads. Ask your E. S. M. A. engraver or his agent for a free entry blank. Similar awards for Genuine Engraved Announcements, Christmas Cards and Business Cards. Write for names of E. S. M. A. members in your city.

**ENGRAVED STATIONERY MFRS. ASSOCIATION
250 WEST FIFTY-SEVENTH STREET • NEW YORK**

EST. **XXX** 1898

A Radio Treat!

One sure way to get "listeners-in" is to give them a Treat. Present a famous personality!

Sir Harry Lauder, Elsie Janis, Ann Pennington, Helen Kane, Peggy Hopkins Joyce, Lou Tellegen, C. Minor, Keller Sisters & Lynch, Lee Morse, Fritz Schaff, Irene Bordoni are available exclusively through

WILLIAM MORRIS AGENCY, Inc.

Radio Department
Mayfair Theatre Building
Broadway at 47th St., New York City
Chicago Los Angeles Paris London

A Powerful Promoter of Sales

The standing of the American Lumberman insures ready acceptance of all products whose advertising it carries. If your product has merit, the American Lumberman can ease the sales path for you.

American Lumberman

Est. 1873 CHICAGO A. B. C.

DISTRIBUTION

in Western Massachusetts and Connecticut

If you desire to change or establish distribution in this territory we are prepared and equipped to help you. Details concerning methods of operating, facilities, experience and personnel of our organization available to those interested.

J. B. McNAUGHTON CO.

Merchandising Service

95 State Street, **SPRINGFIELD**
Massachusetts

further, he will let the Class continue to speculate on this slogan business.

* * *

One of the members of the Class has received a letter which is an excellent example of how to write a proper letter at the proper time. The letter was from Paul Kesten who is director of sales promotion at Columbia Broadcasting System, Inc.

That you may judge for yourself, let the Schoolmaster quote the letter verbatim:

To the Secretary of
Mr.

Dear Mr.'s Secretary:

This is a rather questionable bid for your collusion.

I'm afraid it's little short of conspiracy.

But we feel so badly about two minor errors that I've crept into our recent book "The Second Study of Radio Network Popularity" that I'm throwing them frankly on your mercies.

Two little slips that didn't get caught, one on page 18 (lower right-hand corner), one on page 22 (lower left-hand corner).

Well, I'm enclosing two slips to paste over them in Mr.'s copy of the survey—when no one is looking, if possible.

Two slips to cover two "slips."

Neither correction upsets any of the book's conclusions, but one is too obvious to let stand, and the other splits a few statistical hairs for the sake of absolute accuracy.

If you'll be good enough to fix them for us, I'll get you passes to the studios for Dennis King, or Arabesque, or anything you'd like to hear. Or does that make this a bribe?

Maybe, after all, you'd better mention the two "patches" to Mr.—but in your best by-the-way, off-hand manner?

Sincerely,
PAUL W. KESTEN.

Perhaps you'll now agree with the Schoolmaster that this letter has "that something" which we'd all like to get in our own letters?

* * *

Should any Class member find himself on a holiday in the Laurentian Mountains of Quebec and should his visit take him in the vicinity of Lac Mercier, he is almost certain to have a Martel egg-nog, no matter what his preference in the way of liquid refreshment. Almost every visitor who stays in

Two-Hour Day

LOOKING years ahead, Steinmetz, the electrical genius, predicted a three-hour day for workers.

He didn't know that, with one class of worker, the two-hour day has been an institution for years.

As a matter of fact, many executives themselves don't know they have men on the payroll who work only two hours a day.

That isn't because these men are past masters at the gentle art of soldiering. It is simply due to the fact that so many executives

fail to realize that the time their salesmen spend *actually in front of customers and prospects* is primarily their sole productive time.

It has been estimated that the advertising salesman seldom spends more than *two hours a day face to face with advertisers or advertising agents*. Increasing that time to three hours a day is equal to a 50 per cent increase in the sales force.

Pave the way for your salesmen by advertising to the men who decide—the men who read the

PRINTERS' INK PUBLICATIONS

Give this THE DOUBLE "O"

This publishers' representative has actually **INCREASED** the billing on the publications he now represents, during the so-called depression of 1930-31.

He is in a position to take on two additional trade publications in the Midwest and give them the benefit of really intelligent representation merchandising and copy writing experience plus youthful enthusiasm.

Headquarters in Chicago.
For quick action give detailed information.

Address Box Z-91, Printers' Ink.

Claude C. Hopkins

Renders service to advertisers and advertising agents on a fee basis, by letter or in person—anywhere. Those who are perplexed by new situations, and who believe that Mr. Hopkins may find a solution, are invited to write him. No obligation. Address Claude C. Hopkins, Fruitport, Mich.



**HOW TO SELL
HAWAII'S
HUNDRED MILLION
DOLLAR MARKET**

Send for a **SURVEY** on the line or lines of merchandise in which you are interested
HONOLULU STAR-BULLETIN

NEW YORK	R. P. Adams, 500 5th Avenue
CHICAGO	P. P. Adams, 410 N. Michigan Avenue
SAN FRANCISCO	B. J. Bidwell, 742 Market Street
LOS ANGELES	R. J. Bidwell, Times Building
SEATTLE	R. J. Bidwell, Stuart Building

the neighborhood for a few days or more, eventually makes a visit to the Martel farmhouse, just as the Schoolmaster did.

One day there was a party of twenty who crowded into the kitchen-living room where Farmer Martel does his eggnog mixing. On one side a door leads into the chicken roost from which issues a constant clucking—to advertise, as it were, the freshness of the eggs Martel is breaking. After the eggs have been whipped, he steps through a door on the other side of the room—a door facing the barn—and returns with fresh milk and cream. Martel lives alone and his housekeeping perfection is held up as an example to husbands by their wives. The eggnogs finished, Martel is sure to be questioned for his recipe.

The Schoolmaster, however, was interested in learning how Martel became engaged in such a novel service, and tarried long enough to satisfy his curiosity. Martel told how a guest from one of the nearby hotels was wont to take a hike every day. Her walk would lead by his house, where she would stop for a chat.

"What is that you are making, Mr. Martel?" she asked one day. Told it was an eggnog, she asked if she could not have one, also. The following day she returned with a party of hotel guests. Others came. The next summer found more patrons for eggnogs as guests from other hotels and boarding houses heard about "those delicious eggnogs old man Martel makes."

Another instance of the specialty seller who sticks to his job and holds to a superior quality of merchandise.

* * *

A glimpse into the future was



At Your Service

Of the 20,000 P. I. subscribers, at least 1% are looking right now for a good freelance who knows his business. Speaking modestly but firmly, this small ad marks the end of the search for those who address

"A," Box 90, Printers' Ink

Sept. 1

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Sept. 10, 1931

PRINTERS' INK

131

afforded by a menu given to diners at Wanamaker's in New York City last week. The following was offered as a special dollar luncheon:

Frosted Blue Point Cocktail
Broiled Frosted Lamb Chops
Sauce of Frosted Mushrooms
or
Frosted Fillet of Sole
with Sauce Tartar
Frosted Green Peas or Spinach
Hot Rolls
Frosted Red Raspberry Sundae
with Nut Cookies
Tea Milk Coffee

Somehow on this menu the hot rolls seem to be sweltering anachronisms.

The menu was served in connection with the first extensive demonstration of Birdseye Frosted Foods in New York City. It is a definite indication of the strides made during the last few years in the marketing of frosted foods. The Schoolmaster, along with a great many persons in the food industry, will watch further developments with interest. Frosted foods have one mighty hurdle to leap, the hurdle of public acceptance, but experiments that have been made in various parts of the country have proved that this hurdle is by no means so formidable as it was originally expected to be.

Acquires Georgia Newspaper

The interest in the Americus, Ga., *Times-Record*, owned by William Prescott Allen, has been purchased by General Newspapers, Inc., of which Charles E. Marsh, of Austin, Texas, is president. General Newspapers, Inc., has also acquired the Dublin, Ga., *Courier-Herald* and the LaGrange, Ga., *News*, from Mr. Allen.

"That Thousandth of an Inch Between Success and Failure"

Bases on one simple but elemental adjustment.

999 advertising failures did not understand. The thousandth man did . . . and he towers as a consequence.

Mailed Without Charge on Letter-Head Request

ROBERT RUXTON

10 High Street

Boston, Mass.

Announcement

Page-Davis School of Advertising announces a new, thorough home study Course in Modern Advertising. Prepared in co-operation with leading Agency men and prominent Advertising Managers. No text books, no theory, no red tape. Material all in loose-leaf form. An intensive plan of Practical Advertising training, based upon the "Learn By Doing Method." For information address Page-Davis School of Advertising, 3601 Michigan Ave. Dept. 4246, Chicago.

FOR SALE

Outdoor Advertising Plant

and

Commercial — Neon —

Electric Spectaculars

IN NEWARK, N. J.

OPERATING IN NEW JERSEY

Population over 4,000,000

Controlling Interest —

Present Ownership 20 Years

President Retiring

Trowbridge Outdoor Advertising Corp.

88-88 Frelinghuysen Ave. Newark, N. J.

Some One Some Where Wants This Sales Executive Now

An experienced Sales Executive with a background of both Retail and Wholesale results. Was in charge of distribution for a well-known nationally advertised product for ten years with a successful record. American, Christian, married, owns own home, well bred.

Business and personal references of highest character.

Accustomed to earning \$12,000 with bonus.

For appointment address "U," Box 233, Printers' Ink.

"GIBBONS knows CANADA"

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

TRADE PAPER REPRESENTATIVE desires additional Trade Paper to represent in N. Y. City and territory. If you want an aggressive sales rep., not merely a N. Y. address, get in touch with Box 397, P. I.

TRADE PAPER WANTED

Responsible publisher wants to purchase established trade paper. Replies kept confidential. Box 390, Printers' Ink.

WHAT PUBLISHER WANTS TO REDUCE SELLING COSTS!

Long-established space selling organization with offices in New York and Chicago, covering all territory West to Kansas City, wants to represent publisher of good trade journal or business magazine. Interviews in New York or Chicago. Box 395, P. I.

EMPLOYMENT SERVICES

I Serve

Foremost Agencies and their clients with trained Adv'tg & Merchandising Personnel. Consult in confidence. Walter Lowen, 9-1 P.M. Vocational Bureau, 105 W. 40th St. (PEN 6-5389).

For over thirteen (13) years we have successfully served General Managers, Sales Managers, Advertising Managers, Operating Managers, Comptrollers, Treasurers and other \$5,000.00 to \$50,000.00 men. We can help you, too. This is a NATIONAL INSTITUTION, but we do not discuss our work by correspondence. We want to see the men we accept as clients before offering our services to them. **INDIVIDUAL. CONFIDENTIAL.** Jacob Penn, Inc., 535 Fifth Avenue, cor 44th Street, New York.

HELP WANTED

ADVERTISING MEN who can sell space in a fast-growing magazine with a circulation now over 25,000. Liberal Commission. Write for interview. Box 391, Printers' Ink.

DIRECT MAIL MAN WHO CAN DEVOTE PART TIME TO PREPARING CAMPAIGNS, write letters to sell prospects, open the way for salesmen and follow them up. Box 384, Printers' Ink.

WANTED:

AN ACCOUNT EXECUTIVE!

A small growing Chicago Agency has a berth for an account executive who is capable of producing business. An opportunity to work congenially on a basis leading to a partnership interest. No investment necessary, but must be self-supporting. Give full particulars, references, etc. Box 404, Printers' Ink.

SALESMEN making larger towns, cities, all States; exceptional commission proposition selling low-cost specialized direct mail; few samples. Draper-Dalton, 350 Cedar Street, St. Paul, Minn.

PHOTO-ENGRAVING SALESMAN WANTED BY A MODERN UP-TO-DATE PLANT. EXCELLENT OPPORTUNITY FOR THE RIGHT MAN. BOX 394, PRINTERS' INK.

ARTIST WANTED—COMMERCIAL RETOUCHER with general experience for steady employment among pleasant surroundings in smaller size city. Home conditions ideal. Write fully, giving age, experience and salary requirements. Grit Publishing Co., Williamsport, Pa.

Unemployed Space Salesman may find this profitable connection. Small, personal service agency offers unusual commission arrangement. Experience covers 40 lines of business—domestic and foreign. Highly regarded by clients—business has grown during depression. Full co-operation given. Box 407, P. I.

Free-Lance Copy Writer

wanted to share office. Some work provided. Experience writing (1) small ads offering professional services, (2) house organ, (3) direct mail, (4) short press articles. Should have grasp, punch and appeal. Downtown N. Y. Box 401, P. I.

MISCELLANEOUS

FIND YOUR RIGHT PLACE

You can get a good or a better position quickly. "The Trueman Plans for Self Advancement" will not fail when intelligently used. These scientific, simple plans will solve your employment problem, or money back in 3 days. Used successfully by hundreds. Send \$2 at once to The Trueman Co., 1099 National Press Building, Washington, D. C.

POSITIONS WANTED

Man with Eight Years' Experience as production and purchasing manager of lithographed window and store displays. Knowledge of printing and photo-engraving. Box 393, Printers' Ink.

A WOMAN, WITH TEN YEARS' EDITORIAL EXPERIENCE, good knowledge of French, German, Spanish and accurate stenography, seeks employment. Box 406, Printers' Ink.

Industrial Advertising Man

Technical engineering background, with record for getting unusual results on modest appropriation. 12 yrs.' exp. with leading industrial advertisers. Reliable; genial personality; married; go anywhere. Highest references. Box 381, P. I.

MAGAZINE CONNECTION WANTED
BY YOUNG MAN WITH 3 YEARS'
MAKE-UP AND PRODUCTION EX-
PERIENCE. AGE 25, CHRISTIAN.
BOX 385, PRINTERS' INK.

YOUNG LADY CAPABLE RESPON-
SIBLE POSITION. BOOKKEEPING,
STENOGRAPHY, COST CLERK,
ORDER CLERK. Knowledge all print-
ing office detail. Box 399, P. I.

COPY WRITER AND ARTIST—Amaz-
ing high-grade combination man; 12
years' experience prominent agencies and
direct mail; New Yorker; POSITION
OR FREE LANCE. Box 389, P. I.

In Chicago! Young advertising man, 27,
married. Mail order, direct mail, publica-
tion experience. Good copy, layouts, produc-
tion. Pleasant personality. Go anywhere.
Please write Box 386, P. I., Chicago Office.

Man of Seasoned Experience as copy
writer, account executive and advertising
manager wishes Mid-Western connection
with agency or manufacturer. Controls
some accounts. Box 396, Printers' Ink.

Adv. Writer

15 years N. Y. agency Copy Chief and
Adv. Mgr. for big mfrs. Box 382, P. I.

ARTIST—Expert photo-retoucher, ten
years' experience on mechanical and pic-
torial subjects, desires opportunity with
reputable studio or engraving house. Is
young man, 27, single, willing to go any-
where. References. Box 400, P. I.

Agency Branch Office

Nine years' copy contact and production
experience in four well-paid jobs. College
man, Christian, married and free to go any-
where for permanent position. Box 398, P. I.

COPY WRITER—ONE WHO HAN-
DLES THE KING'S ENGLISH WITH
FACILITY. Newspaper, direct-mail ex-
perience. Rough layouts. Age 32. What
say? Box 387, Printers' Ink.

AGENCY MAN

Capable account executive. Wide, success-
ful copy, contact experience. Knows mer-
chandising, particularly proprietary lines.
Producer. Business getter. Employed,
seeks change. Highest refs. Box 402, P. I.

ADVERTISING REPRESENTATIVE

Sales record tops national magazine staff.
11 years' background agency, newspaper
and magazine. N. Y. and Eastern terri-
tory. Experienced in merchandising, copy,
research. Married, family, excellent refer-
ences. A hustler and product of reputa-
tion is primed for a real opportunity with
publisher, agency or mfr. Box 405, P. I.

ADVERTISING MANAGER

For past nine years progressively Sales
Promotion Manager, Advertising Manager
and General Manager of a National ac-
count. Forceful copy writer and capable
executive. Thorough knowledge of modern
Sales promotion methods and experienced
in mail order. Capable of laying out and
producing Broadsides, Booklets and Cata-
logs. Young man; age 35. Resident of
New York City. Box 403, Printers' Ink.

Advertising Manager or Assistant

Agency trained in plan, copy, lay-
out, art, purchase, and production.
Unusual experience as manager of
printing plant. College man, 34,
Christian, married. Box 383, P. I.

One Man for the Job

His location was unknown. Likely he would be happily em-
ployed. Just as likely he would heed the call for bettering
himself.

The job needed him because his particular ability and ex-
perience was cut out for it. The hunt for him started and ended
in the advertising pages of PRINTERS' INK.

An advertisement broadcasted a description of him and the
job that was waiting. From all over the country men replied,
thinking the description fitted. Of the mass of applicants one
stood out as the one man for the job.

Manufacturers, advertising agencies, publishers and others
who were faced with a similar help problem, have found
PRINTERS' INK usually gets the man.

When you are faced with the problem of looking further than
your own organization for a man, try an advertisement in
PRINTERS' INK. You'll be delighted with the results.

Printers' Ink Publishing Company

185 Madison Avenue

New York City

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